

## EXECUTIVE GROUP POSITION DESCRIPTION

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POSITION TITLE:	Director, Dispute Resolution Services
DEPARTMENT:	Human Resources and Skills Development
BRANCH/REGION:	Legal Services
LOCATION:	Gatineau, PQ
POSITION NO.:	61695
GROUP AND LEVEL:	EX-1

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### GENERAL ACCOUNTABILITY

The Director, Dispute Resolution Services, is accountable to the Senior General Counsel and Head of Legal Services for developing, implementing, reviewing and updating a Dispute Resolution (DR) framework as well as associated policies and processes; for providing advice and assistance to the Departmental Executive Committee and line managers on the effective management of disputes under the Human Resource and Skills Development Canada legislative mandate; for establishing and managing a centre of expertise within HRSDC for DR; for providing hands-on facilitation, negotiation, coaching and fact-finding services for Departmental managers who are party to disputes with external partners and clients; for developing, managing and delivering formal training for HRSDC managers and staff nation-wide on DR practices, principles and strategies; for developing and implementing communication strategies to promote the Departmental DR program; for representing the Department on high level inter-departmental/public-private sector committees and liaising with heads of industry, stakeholders, partners and DR practitioners; for pursuing and securing all available sources of government funding available for DR initiatives; and, for managing the delivery of dispute resolution services.

### ORGANIZATION STRUCTURE

The Director, Dispute Resolution is one of eighteen Senior Management positions reporting directly to the Senior General Counsel and Head of Legal Services

There are two (2) positions reporting to the Director, Dispute Resolution Services. They are:

Senior Advisor  
Administrative Assistant

### NATURE AND SCOPE

Human Resources and Skills Development was established on February 6, 2006 from the former departments of Human Resources and Skills Development Canada and Social Development Canada. Human Resources and Skills Development (HRSD) is responsible for providing all Canadians with the tools they need to thrive and prosper in the workplace and community by supporting human capital development, labour market development and establishing a culture of lifelong learning for Canadians. Clients include employees, employers, individuals receiving Employment Insurance benefits, students and those who need focused support to participate in the workplace. HRSD provides federal-level management of labour and homelessness issues, and supports students and communities through the Canada Student Loans Program and Community Economic Development initiatives. It is also mandated with helping to secure and strengthen Canada's social foundation by helping families with children, supporting people with disabilities and ensuring that seniors can fully participate in their communities. The department provides the policies, services and programs for Canadians who need assistance in overcoming challenges they encounter in their lives and their communities. This includes income security programs, such as the Canada Pension Plan.

## LEGAL SERVICES BRANCH

Legal Services, as a unit of the Department of Justice (DOJ) which has a central-agency role as the provider of legal advice to the Government of Canada, brings a government-wide perspective to its legal advisory work. The primary mandate of the Department of Justice is to: "provide high-quality legal services and counsel to the government and to client departments and agencies."

HRSDC Legal Services provides its legal support for its HRSDC client's stated mission: to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

## GOVERNANCE

Legal Services at HRSDC is led by the Senior General Counsel, who reports ultimately to the Deputy Minister of Justice and the Deputy Minister of Human Resources and Social Development Canada (HRSDC). The unit has 138 employees who are organized into six legal groups to respond to HRSDC legal requirements, a Dispute Resolution Advisory group, and two administrative units to manage the Legal Services Unit (LSU). All Counsel, are employees of Justice. Dispute Resolution Staff, Paralegals, Administrative, Financial and Informatics personnel are employees of HRSDC.

### Dispute Resolution Services

The Dispute Resolution Services Group is lead by a member of the HRSDC Executive cadre, and supports and advises the SGCO, and Senior Departmental Management, in the most cost effective management and resolution of Departmental legal issues by utilizing all available settlement options outside of the formal legal process.

Within this context, the Director, Dispute Resolution Services has as his/her primary mandate, accountability for developing, implementing and administering appropriate

frameworks for the discussion, review and resolution of complex, potentially high dollar-value disputes involving the HRSD, its partners and clients. The Director, Dispute Resolution Services is expected to provide Department-wide leadership to line managers who are the Office of Primary Interest (OPI) for disputes as well as provide expert advice and briefings to senior executive management on DR practices, principles, strategies and status in the resolution of individual disputes and/or classes of disputes. Successful execution of accountabilities will result in more satisfactory and all-inclusive resolutions to disputes; enhance the on-going working relationships with all parties to disputes (internal and external); contribute to the proactive avoidance of future disputes; reduce time and costs associated with the resolution of disputes for all parties; and, contribute to a "cultural shift" in Departmental thinking and responses when confronted with disputes.

To accomplish these program objectives, the position is required to develop and maintain a centre of expertise within HRSD, bringing the latest practices and techniques of DR to bear on complex disputes, where the financial circumstances of resolution may be costly to both the Department and the Federal Government and where the integrity of HRSDC programs may be put into question. The position will develop and implement a Departmental DR framework and associated DR policies, practices and processes. There is a requirement for continuous program monitoring and evaluation with a view to redefining approaches based on best practices and re-positioning the Department to meet trends in disputes resulting from legal advances or national changes in the operating environment.

The position is expected to deliver hands-on dispute facilitation, negotiation, coaching and fact-finding services to HRSDC managers in collaboration with HRSDC Legal Services, and provide strategic advice to managers and senior executives throughout the dispute cycle, in order to achieve consensus among parties to disputes which are appropriate to the individual circumstances of cases and consistent with HRSD administered legislation and regulations. In this capacity, the position is responsible, in collaboration with the HRSDC General Counsel, for making the final recommendation to the Department Deputy Ministers and Executive Committee for the resolution of disputes which may involve settlements in the millions of dollars. The position will also be accountable for the preparation of Cabinet submissions and substantiating documentation for dispute resolutions requiring the approval of the Cabinet.

A key challenge of the position will be to develop, manage and deliver all aspects of DR training programs to HRSDC managers and staff across the country. In order to accomplish the program goal of reducing the number of disputes resulting in litigation, Departmental managers and staff must become informed of, and more open to, RD principles and mechanisms. This will require a comprehensive survey of Departmental historical practices and attitudes with regards to disputes, the identification and testing of training strategies, the development and delivery of comprehensive and effective training which takes into account the diverse activities of the Departments individual programs, the development of criteria to measure the success of training initiatives, and regular evaluation of the relative success of training in order to refine approaches and materials.

As the focal point within the Department for DR, the incumbent is required to establish and build on a reputation as an DR expert, capable of effectively representing senior

executive management in dealings with Departmental line managers, in participating on inter-departmental committees, in liaising with heads of industry, and in promoting and explaining the DR program to HRSDC employees, clients, partners, the academic community and DR practitioners. This will require the development of leading-edge communications strategies and specific vehicles to increase public and private sector awareness of the program's mission, role and functioning and foster buy-in among internal and external target groups. The position will be expected to develop and deliver papers and presentations for academic conferences and professional associations to explain the Department's goals, approach and experiences in DR.

In keeping with the federal government's new emphasis on Alternative Service Delivery and on the Alternative Dispute Resolution approach to situations previously dealt with through litigation, the position is expected to identify opportunities and initiate and negotiate agreements to provide for the financial requirements of the DR program. This will involve preparing proposals for funding for the Treasury Board Secretariat and negotiating cost share and/or joint funding arrangement with departments and agencies whose mandates overlap with that of HRSD, Labour Canada and Services Canada.

The Director, Dispute Resolution Services, is accountable for planning and managing the financial, human and material resources of the program including FTE's and O&M budgets allotted by HRSDC, the selection and supervision of contract experts for analysis and mediation services, and the administration of all funds obtained directly from central agencies and partner agencies dedicated to DR initiatives.

The position requires the incumbent to be recognized and accepted as an expert in the field of Dispute Resolution. Program development and management accountabilities demand a comprehensive and authoritative knowledge of the theories, principles, techniques and trends in the field of DR. In addition, the position is required to have sound knowledge of various fields of law applicable to the HRSDC's operations such as contract law, administrative law, constitutional law, evidentiary law, tort law, criminal law and legal procedure. Demonstrated experience as an effective program manager and as an official spokesperson in high profile, controversial situations is also required.

As a member of the extended management team for the branch, the Director contributes to strategic and operational planning as well as the effective management of financial and human resources, consistent with public service values and ethics.

#### SPECIFIC ACCOUNTABILITIES

1. Establishes and manages a Departmental centre of expertise for ADR which includes providing on-going advice and assistance to the Departmental Executive Committee and leadership to Departmental line managers on ADR principles, practices and approaches for the resolution of disputes.
2. Develops, reviews, updates and implements Departmental ADR strategic frameworks, policies and processes for the analysis, management and resolution of disputes.

3. Provides hands-on leadership to Departmental line managers for the resolution of disputes which includes facilitation, negotiation, coaching and fact-finding services.
4. Develops and delivers formal training programs for Departmental line managers and staff on DR frameworks, policies, principles and approaches.
5. Identifies potential sources of funding for Departmental DR initiatives and negotiates joint funding and shared cost agreements with the Treasury Board and other federal departments/agencies with shared mandates.
6. Plans for and manages the financial, human and materials resources dedicated to the ADR program.
7. Provides briefings to senior Departmental management on high profile, high dollar value disputes or classes of cases and prepares Executive Committee and Cabinet submissions to facilitate dispute resolution.
8. Represents the Department at senior management level committees and working groups to advance the government's agenda in the area of DR.
9. Establishes and maintains a network of professional contacts with heads of industry, stakeholders, academics, national and international bodies and associations.
10. Develops communications plans and strategies to promote the Department's ADR program both internally and within a community of external clients, partners and DR Practitioners.

Employee's statement:

I have been given the opportunity to comment on this work description.

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Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

Date

Authorization:

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Manager's signature

Date

## EXECUTIVE GROUP POSITION DESCRIPTION

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POSITION TITLE: Director General, Dispute Resolution Services  
DEPARTMENT: Employment and Social Development Canada  
BRANCH/REGION: Legal Services  
LOCATION: Gatineau, PQ  
POSITION NO.: TBD  
GROUP AND LEVEL: EX-3 [Proposed]

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### GENERAL ACCOUNTABILITY

Is accountable for providing executive leadership and management direction for the design, development and implementation of strategies, approaches and processes to enable the effective stewardship of the Departmental Legal Services Unit (DLSU) resources dedicated to the litigation undertaken on behalf of the Department and the effective management of the full litigation budget on behalf of the Deputy Minister of Employment and Social Development; leading the conceptualization, development, management and delivery of an integrated, cohesive suite of Dispute Resolution (DR) policies, programs, initiatives and services as a corporate resource to advance a sustainable alternative to litigation in approaching, resolving and settling claims against the Department made by external clients and the recovery of costs where the Department sues external parties or addresses situations of fraud; and providing specialized expertise for the prevention and resolution of highly sensitive and/or complex disputes with external clients and within Employment and Social Development Canada ("ESDC" or "Department") between management and employees.

### ORGANIZATION STRUCTURE

This is one of eighteen Senior Management positions reporting directly to the Senior General Counsel and Head of Legal Services. This includes six (8) Group Heads, each responsible for providing legal advice and services to a Portfolio of clients.

Specific responsibilities of the three (3) positions reporting to the **Director General, Dispute Resolution Services** are:

**Director, Dispute Resolution Services** is responsible for developing, implementing, reviewing and updating a DR framework, as well as associated policies and processes; providing advice and assistance to the Departmental Executive Committee and line managers on the effective management of claims made under the Department's legislative mandate; providing hands-on facilitation, negotiation, coaching and fact-finding services for Departmental managers who are party to disputes with external partners, clients, management and staff; developing, managing and delivering formal training for ESDC managers and staff nation-wide on DR practices, principles and strategies; managing the delivery of DR services,

**Senior Advisor** is responsible for providing specialized analysis and advice on DR planning, policies practices and processes, training and communications approaches and products; developing and implementing communication strategies to promote the Departmental DR program; representing the Office in inter-departmental/public-private sector committees; and

developing strategies and approaches to identify and pursue all available sources of government funding available for DR initiatives.

**Administrative Assistant** is responsible for providing administrative support to the Director General and DRS staff. The Director General is a key member of the DLSU management matrix.

The DG is called upon to assemble the specialized resources within the Unit for the resolution of disputes on a case by case basis. The DG acts as the DLSU's litigation business manager in the management of the financial resources associated with the litigation undertaken by the DSLU on behalf of the Department in the National Capital Region and the Department's regional offices.

## NATURE AND SCOPE

ESDC has a broad mandate to provide national leadership in advancing and supporting the government's agenda for human capital development, labour market development and a culture of lifelong learning for Canadians. ESDC provides federal-level management of labour and homelessness issues, and supports worker participation in the workforce, students and communities across Canada through Employment Insurance Program, the Canada Student Loans Program and Community Economic Development initiatives. It is also mandated with helping to secure and strengthen Canada's social foundation by helping families with children, supporting people with disabilities and ensuring that seniors can fully participate in their communities through income security programs, such as the Canada Pension Plan, and the Old Age Security program.

The DLSU, as a unit of the Department of Justice (DOJ), has a central-agency role as the provider of legal advice to the Government of Canada. The DLSU provides a broad range of legal services for its ESDC clients, including advice of all aspects of administrative law, drafting legislation and regulations, and acting on behalf of the Department in claims made by service providers and litigation initiated through the Department's support programs.

The DLSU is led by the Senior General Counsel, who reports to the Deputy Minister of Justice and the Deputy Minister of ESDC. The DLSU has 138 employees who are organized into six legal groups to respond to ESDC legal requirements, the Dispute Resolution Office, and one administrative GroupDLSU. All Counsel, are employees of the Department of Justice (DOJ). Dispute Resolution Staff, Paralegals, Administrative, Financial and Information Management personnel are employees of ESDC.

The DSLU, forming part of the Department of Justice and ESDC, is committed to achieving the objectives and goals of the Process Optimization Initiative and Early Settlement Mandate to manage the demand for and cost of legal services delivery through increased efficiencies. The establishment of the Dispute Resolution Services is intended to support the cost effective management and early resolution of Departmental litigation by utilizing all available settlement options outside of the formal legal process and support the continuum of ESDC's conflict management initiatives.

As part of its role in acting on behalf of the Department in all litigation, the DLSU also plays a complementary role in internal conflict management with Human Resources Services Branch (HRSB). In accordance with the direction provided by the Treasury Board, ESDC has an Informal Conflict Management Process (ICMP) in place to resolve disputes between management and employees at an early stage. The Dispute Resolution Office, as required, provides expert DR support and services to HRSB, promoting alternative dispute resolution

(ADR) strategies, training and education, and interventions, which include conflict coaching and mediation. The DR Services works in partnership HRSB to assist in getting to disputes earlier in the process, and to avoid escalation to more formal avenues, including the Public Service Staffing Tribunal, the Public Service Labour Relations Board, and the Canadian Human Rights Commission and Tribunal.

Within this context, the **Director General, Dispute Resolution Services** is responsible for the development, implementation and monitoring of a comprehensive and cohesive strategic and managerial framework for the effective stewardship of the DLSU's litigation resources. The incumbent provides executive leadership and managerial direction for the design, development and delivery of strategies, policies, practices and programs for the prevention and management of litigation undertaken on behalf of ESDC within the context of the DOJ modernization strategy. The incumbent acts as a key link between enhanced litigation management and the early settlement mandate for the prevention and resolution of disputes between programs and external clients. As the sole EX position in the DLSU Senior Management Group, the incumbent brings the specialized management knowledge and skills to the management of litigation costs. The incumbent is also called upon to provide specialized expert analysis and advice for the prevention and resolution of disputes internally. This responsibility requires the incumbent to identify, explore and negotiate alternative approaches to addressing complex issues in highly sensitive cases, including those involving departmental management and employees.

The Director General is called upon to lead the development and management of a strategic framework and structure that institutionalizes DR as a common practice across the Department. This responsibility requires the incumbent to develop and implement a funding framework that makes litigation management (including the DR program) sustainable, efficient, and effective. The incumbent is also required to develop and implement a risk management approach to dispute prevention and resolution. Meeting these challenges requires the incumbent to assume a proactive strategic consultative role. The incumbent acts as the principal catalyst for the creation, evaluation and up-grading of DR processes, services and partnerships with external and internal clients and Central Agency stakeholders to enhance the effectiveness of the implementation and evolution of DR across the Department.

The Director General is called upon to identify and assess the interrelationships between DOJ litigation practice management and the delivery of litigation services at both the corporate ESDC and Branch levels. The incumbent is expected to provide analysis and advice on these litigation management issues as well as those associated with funding, resource management, the collection and dissemination of information on best practices and the tracking and reporting of levels of effort of practitioners in each of the DLSU Groups and Branch programs. The incumbent is also called upon to provide advice and guidance in integrating dispute prevention and resolution practice and services into the Department's litigation practice framework and legal risk management framework.

The Director General is responsible for coordinating, establishing, implementing, monitoring, evaluating and reporting on the DLSU's integrated litigation business planning, resource stewardship and performance management measures and reporting. The incumbent is responsible for providing the high-level analysis and ensuring that priority-setting for litigation is effectively coordinated and linked to appropriate mix and level of human and financial resources. The responsibility requires the incumbent to provide a challenge function and identify and pursue opportunities for improving operations for the litigation function and establish and implement risk assessments that adhere to departmental practices and corporate risk management frameworks.

**The Director General acts as the representative of the Deputy Minister** in playing an active role in establishing the parameters for the negotiation of settlements based on the forecast of litigation costs, risk to the Department and the reasonableness of any sum awarded to a litigant. The incumbent works to change the DLSU's business processes through the introduction of a business case approach to selecting and pursuing the appropriate approach to the resolution of disputes.

The Director General provides the professional leadership and executive direction for a centre of expertise engaged in conceptualizing, developing, implementing, reviewing, updating and evaluating policies, practices, systems and processes for the prevention, resolution and settlement of claims made against the Department at both the pre-litigation and litigation stages. The incumbent is called upon to develop DR operational and policy frameworks, as well as performance monitoring and evaluation frameworks and communications strategies. The incumbent is responsible for the preparation of plans for conducting DR research and study, identification of special project priorities. The incumbent oversees the establishment of DR quality standards, practices, based on extensive research into national and international trends and developments in DR. This responsibility also requires the critical paths and time frames to achieve all associated DR initiatives and objectives.

One of the major challenges facing the Director General is to implement DR within one of the largest government department, a department that is unique in terms of its size, structure, geographical dispersal, and mandate. The product created will be highly visible within and outside ESDC and at the political level. In meeting this challenge, the incumbent provides national leadership to enable line managers who are the Office of Primary Interest (OPI) to realize satisfactory and all-inclusive resolutions to disputes; enhance the on-going working relationships with all parties to disputes (internal and external); contribute to the proactive avoidance of future disputes; reduce time and costs associated with the resolution of disputes for all parties; and, contribute to a "cultural shift" in Departmental thinking and responses when confronted with disputes.

Within the context of the Department's ICM process, the Director General is called upon to collaborate with HRSB to support departmental efforts to build, maintain and promote an effective alternate dispute resolution services. In this capacity the incumbent is called upon to provide professional analysis and advice for enhancing the capacity of the Department to prevent and resolve dispute internally. The incumbent works with HRSB in order to affirm and advance the commitment made by the Department in its HR strategy to promote DR as being the norm for preventing, mitigating and resolving workplace conflict. The incumbent works to enhance the knowledge of DR trends and best practices to enhance the internal capacity to deal positively and productively with conflict. The incumbent works to assist HRSB in ensuring that DR practices are reflected in ESDC management policies and procedures as the preferred approach to resolving workplace disputes. The incumbent becomes actively involved in resolving complex and sensitive disputes which have escalated to formal complaints, such as labour relations matters or complaints to the Minister's Office about poor service.

The Director General is responsible for brokering agreements and participates in the negotiation of settlements to resolve internal and external disputes in partnership with Departmental managers and in collaboration with the DLSU, the incumbent is called upon to manage the assessment and triage of claims that have a high potential for resolution through the DR process. In cases that are not litigation-based, the collaboration is with managers and program heads. The incumbent oversees the provision of strategic advice to managers and senior executives throughout the dispute resolution and settlement cycle.

The Director General works directly with the ESDC Senior General Counsel in the selection of cases for dispute resolution, negotiating any settlement and making the final recommendation to the Department Deputy Ministers and Executive Committee for the resolution of disputes which may involve settlements in the millions of dollars. The position oversees the preparation of Treasury Board Submissions and substantiating documentation for dispute resolutions and settlements requiring the approval of Cabinet. In the non-litigation cases, such as labour relations matters or complaints from clients, in addition to working with the Senior General Counsel, the Director General would also work with executive heads/ADMS.

The Director General oversees the development and delivery of formal training for ESDC managers and staff nation-wide on DR practices, principles and strategies. This responsibility requires the incumbent to lead the analysis of Departmental historical practices and attitudes with regards to disputes, the identification and testing of training strategies, the development and delivery of comprehensive and effective training which takes into account the diverse activities of the Departments individual programs, the development of criteria to measure the success of training initiatives, and regular evaluation of the relative success of training in order to refine approaches and materials.

The Director General is responsible for pursuing and securing all available sources of government funding available for DR initiatives. Meeting this challenge requires the incumbent to identify opportunities and initiate and negotiate agreements to provide for the financial requirements of the DR program. This will involve preparing proposals for funding to the Treasury Board Secretariat and negotiating cost-share and/or joint funding arrangement with departments and agencies whose mandates overlap with that of ESDC, the Labour Program and Service Canada.

The Director General is responsible for representing the Department on high level inter-departmental/public-private sector committees and liaising with heads of industry, stakeholders, partners and DR practitioners. As the focal point within the Department for DR, the incumbent is required to establish and build on the reputation of the Office as a centre of expertise, capable of effectively representing senior executive management in dealings with Departmental line managers, in participating on inter-departmental committees, in liaising with heads of industry, and in promoting and explaining the DR program to ESDC employees, clients, partners, the academic community and DR practitioners. This will require the incumbent to lead the development of leading-edge communications strategies and specific vehicles to increase public and private sector awareness of the program's mission, role and functioning and foster buy-in among internal and external target groups. The position will be expected to develop and deliver papers and presentations for academic conferences and professional associations to explain the Department's goals, approach and experiences in DR.

The Director General is responsible for planning and managing the financial, human and material resources of the program including FTE's and O&M budgets allotted by ESDC, the selection and supervision of contract experts for analysis and mediation services, and the administration of all funds obtained directly from central agencies and partner agencies dedicated to DR initiatives.

The Director General is responsible for providing advice and assistance to the Departmental Executive Committee and line managers based on the knowledge of DR trends and best practices. As a member of the management team for the DLSU, the Director General contributes to strategic and operational planning as well as the effective management of financial and human resources, consistent with public service values and ethics.

## DIMENSIONS

Staff:	3 FTE's plus resources from the Unit
O&M Budget (litigation budget):	\$ 4.5 million
Contingent Liabilities:	\$ 57 billion annually

## SPECIFIC ACCOUNTABILITIES

1. Provides executive leadership for the development, implementation and monitoring of a comprehensive and cohesive strategic and managerial framework for the effective stewardship of the DLSU's litigation resources to advance the DOJ modernization strategy.
2. Provides executive leadership and management direction for the development and delivery of a suite of policies, approaches and processes for dispute resolution and settlement that advances the government of Canada's litigation process optimisation strategy.
3. Provides the executive leadership for the development and management of a strategic framework and structure that institutionalizes DR as a common practice across the Department.
4. Represents the Deputy Minister in playing an active role in establishing the parameters for the negotiation of settlements based on the forecast of litigation costs, risk to the Department and a reasonableness of any sum awarded to a litigant.
5. Ensures the provision of professional analysis and guidance to enhance the capacity of the Department to DR as the norm for preventing, mitigating and resolving workplace conflict.
6. Provides executive leadership and management direction for a departmental centre of expertise for DR which includes the triage of departmental litigation cases, the assessment and management of cases for dispute resolution and settlement.
7. Collaborates with the Senior General Counsel in the development and delivery of negotiation strategies and the recommendations for the settlement of cases.
8. Provides on-going advice and assistance to the Departmental Executive Committee and leadership to Departmental line managers on DR principles, practices and approaches for the resolution of disputes.
9. Leads the development and delivery of formal training programs for departmental line managers and staff on DR frameworks, policies, principles and approaches.
10. Identifies and pursues potential sources of funding for Departmental DR initiatives and negotiates joint funding and shared cost agreements with the Treasury Board and other federal departments/agencies with shared mandates.
11. Plans for and manages the financial, human and materials resources dedicated to the ADR program.

## CERTIFICATION

The foregoing is an accurate and comprehensive statement of the duties and responsibilities assigned to this position.

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Director General

Date

Signature

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Senior General Counsel

Date

Signature

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

## **WORK DESCRIPTION**

POSITION TITLE: Administrative Assistant

POSITION NUMBER:

GROUP AND LEVEL: AS-01

DEPARTMENT: HRSDC

SECTOR: LEGAL SERVICES

REGION: NCR

SUCURITY CLEARANCE: Enhanced / Secret

LANGUAGE REQUIREMENTS: Various linguistic profile

INCUMBENT NAME:

IMMEDIATE SUPERVISOR  
POSITION NUMBER: 85595

IMMEDIATE SUPERVISOR  
GROUP & LEVEL: AS-05

EFFECTIVE DATE OF DECISION:

### **CLIENT SERVICE RESULTS**

Administrative and liaison services to the Office of Legal Counsel and communication between that office, departmental senior management, unit managers, the Deputy Minister and the Minister.

### **KEY ACTIVITIES**

- Organizes and manages the Legal Counsel's daily agenda and establishes and maintains liaison with senior managers in the department; schedules appointments, prepares and follows up on agendas, organizes meetings, makes travel arrangements (itineraries, plans and reservations);
- Manages the operations of the Legal Counsel's office including reception services, file management, records management and work processing services;
- Reviews, logs in and organizes incoming correspondence, including ministerial correspondence for the Legal Counsel's information or signature; keeps and

- effective and efficient bring-forward system as well as mail log to ensure proper tracking of documents and action of requests. Assigns requests for opinions, briefing materials, speeches, etc...;
- Coordinates client's issues or complaints coming to the section and ensures appropriate responses are prepared for signature of the Legal counsel; drafts routine correspondence for the Legal Counsel's signature;
  - Produces various documents using a variety of software programs;
  - Develops, implements and manages appropriate manual and electronic management systems to track, monitor and coordinate timely response to sensitive issues, enquiries, correspondence, and other situations requiring action;
  - Handles inquiries to Legal Counsel and, where appropriate, resolves issues or directs people to other responsibility centres in the Department;
  - Organizes meetings of staff to ensure consistency of service and to deal with administrative and organizational issues and to provide information on new policies and procedures;
  - Provides administrative support to the Administrative Officer, Office of Legal Counsel, as required.

## **WORK CHARACTERISTICS**

### **RESPONSIBILITY:**

#### **(1) INFORMATION FOR THE USE OF OTHERS**

Coordinates and plans the Legal Counsel's schedule to ensure requests for her participation are arranged in the most effective way.

Prepares meeting files containing agenda, clearly marked documents, supporting documents and ensuring that they are complete.

Inputs and updates the legal Counsel's personal meeting agenda and produces the agenda of weekly activities for the Legal Counsel and key players in the section.

Anticipates background material requirements and provides such to participants. This information is used by Unit Senior managers to plan their activities to coincide with scheduled senior management meetings.

Keeps up-to-date on the Legal Counsel's schedule and readjusts it as needed according to new demands and urgency. This information is vital to ensure effective linkages in the Branch and the Legal Risk management section.

Develops and implements guidelines and procedures, in keeping with departmental and central agency policies, to manage the flow of official documents within the section; provides instructions and guidelines to departmental managers and employees for the preparation of official documents and to carry out activities related to section programs

and operations. This information is used by staff to ensure uniform format and style of correspondence and documents for the Legal Counsel.

Reviews and proofreads correspondence and reports, briefing materials, speeches, prepared by section members to ascertain they adhere to the departmental guidelines prior to signature by the Minister, Deputy Minister or the Legal Counsel.

Responds to requests for information from Legal Counsel and staff on ministerial procedures, administrative procedures, meeting schedules.

Provides information, as front line contact, to callers and visitors. Callers and visitors include senior government and industry officials who require information and/or clarification on project status and/or other related issues. This information is used by callers and visitors to expeditiously establish contact with desired person and at the same time minimizes the non productive time of the Legal counsel.

Completes and processes various forms for services such as translation and printing; hospitality forms; travel authority and travel claims; supply requests.

Arranges and provides information related to logistical meeting arrangements to staff in other departments and provincial governments and private sector participants to allow them to schedule their time to attend meetings and conferences.

Maintains a BF system.

## (2) WELL-BEING OF INDIVIDUALS

No specific requirement.

## (3) LEADERSHIP OF HUMAN RESOURCES

Provides guidance to support staff and lawyers on procedures and provides assistance to support staff and lawyers in resolving problems.

## (4) MONEY

Spending Funds

Makes travel and hospitality arrangements for the Legal Counsel in accordance with Treasury Board Travel Directives.

Compiles accounts of expenses for travel, business meals, refreshments and receptions.

## (5) PHYSICAL ASSETS AND PRODUCTS

Operates and maintains a personal computer, printer, fax machine, photocopy machine, teleconferencing equipment, overhead slide projector, screens. These assets can be easily replaced.

Has custody of cabinets and office keys to protect documents/supplies. All items may be replaced with little difficulty.

#### (6) ENSURING COMPLIANCE

Proofreads and edits the outgoing correspondence produced by the Legal Risk Management section to ensure that they respect the sections and departmental guidelines, practices and formats. The incumbent corrects errors and has the authority to send back the document to originator for correction.

Ensures that appropriate forms and procedures for authorization (travel, hospitality, supplies, translations, and leave) are completed by staff before approval by the Legal Counsel.

#### SKILLS

#### (7) JOB CONTENT KNOWLEDGE

Knowledge of the methods, procedures, techniques, practices and processes involved in controlling the flow of correspondence to ensure that correspondence, action documents and memoirs are assigned to appropriate offices and to confirm that responses have been made.

Knowledge of the methods, procedures, techniques and practices of meeting and conference arrangements to distribute minutes of meetings to the appropriate parties and to schedule meetings and conferences and make related logistical arrangements.

Knowledge of the methods, procedures, techniques, practices and processes of travel and accommodation arrangements and preparing travel claims for the Legal Counsel.

Knowledge of the methods, practices and processes of visitors and telephone call screening to send them to the appropriate section or to reply to their requests.

Knowledge of practices and processes to have documents translated.

Knowledge of the capabilities, capacities and use of software tools for word processing.

Knowledge of electronic mail and scheduling systems to manage and maintain the Legal Counsel's meeting agenda.

Knowledge of grammar, syntax and spelling to write and proofread correspondence and reports.

Knowledge of office equipment and maintenance procedure such as fax, secure fax, photocopiers and shredders to carry out daily operations of the office.

Knowledge of planning techniques to manage multiple priorities and meet tight deadlines.

**(8) CONTEXTUAL KNOWLEDGE**

**A. Own Work Unit**

Knowledge of mandate, roles and responsibilities of the work unit in order to understand and participate in day to day operations.

Knowledge of the roles of primary contacts within the unit to respond to inquiries and to request information in relation to general administrative issues.

**B. Department of Justice**

Knowledge of the organization, structure, mandate, vision, roles, responsibilities and operation of the Department to facilitate interaction between these organizations and direct information appropriately.

Knowledge of primary contacts within the department to obtain and disseminate information.

Knowledge of the departmental guidelines governing the administrative practices such as travel, mail, preparation and formatting of correspondence and other documents as well as the specialized terminology used by the department in order to provide administrative and word processing services.

**C. Other federal departments**

Knowledge of key contacts in certain federal departments and the Privy Council Office to ensure participation on issues of interest.

Knowledge of the mandate of and relationship with levels of government, other federal departments involved in provincial/territorial relations to schedule meetings and conferences and make related arrangements with them.

Knowledge of the Treasury Board Travel Directives to make travel arrangements for the Legal Counsel and to complete expense claims.

**D. Canadian private sector and other public sectors**

Knowledge of travel agencies and car rental companies to make travel and hospitality arrangements for the Legal Counsel.

Knowledge of special interest organizations and key provincial and territorial contacts to arrange meetings and appointments with the Legal Counsel.

E. International public and private sectors

Knowledge of international organizations is required to obtain information, to arrange legal Counsel's engagements.

F. Legislation and regulations:

No specific requirement

(9) COMMUNICATION

Communication Out

Written and verbal skills are required to provide information on the wide variety of activities and engagements of the Legal counsel.

Written skills are required to compose correspondence, respond to inquiries, draft agenda and assist in the preparation of briefing materials.

Verbal skills are required to deliver messages in a professional manner on sensitive issues and to obtain information.

Communication In

Listening skills are required to respond to inquiries on a wide variety of issues dealing with the Legal Counsel's agenda and other sensitive issues;

Listening skills are required to take notes and differentiate between discussions and decisions to prepare minutes of meetings, where discussions cover multiple topics, with different levels of complexities.

Reading skills are required to examine incoming correspondence, reports, files and other material with varying levels of complexity and issues and to determine where to direct the document for preparation of a response.

Reading skills are required to review and verify various correspondence, official and technical documents prepared by the incumbent or other staff members, to ensure the information contained in the document is accurate and relevant prior to forwarding it to senior management for approval.

Reading skills are required to determine or recommend particular actions as a follow-up for correspondence, invitations, and engagements from the Department, other departments, groups or associations requesting the Legal Counsel's involvement or presence.

Listening skills are required in order to comprehend the requests from telephone callers, colleagues and managers/officers to ensure that messages forwarded are accurate.

#### (10) MOTOR AND SENSORY SKILLS

Dexterity and coordination skills are required, on a daily basis, to operate a computer keyboard and peripherals in the daily preparation of official documents and data entry.

Hand and eye coordination skills are required when transferring information from handwritten notes to electronic format. This activity is performed on a daily basis.

#### (11) EFFORT

##### INTELLECTUAL EFFORT

Plans and develops the Legal Counsel's schedule and makes numerous changes to ensure attendance and participation at various activities; makes decisions on the necessity for Legal Counsel to meet with people or to attend certain events.

Reviews and analyses the content, complexity, confidentiality and urgency of correspondence and telephone calls and identifies area(s) of prime interest within the Services that will draft the response. This requires evaluating the nature and the urgency for reply and identifying who in the Services has the information. The constraints are the tight time frames for producing the responses and conflicting priorities. These activities are guided by departmental correspondence guidelines and established time frames.

Assigns opinion requests, requests for QP notes, briefing materials, speeches, etc. This requires having to analyse the subject concerned and determining priorities.

Assists in preparation for discussions at various meetings concerning a wide variety of issues. This is made more difficult by interruptions from staff, telephone calls and office noises/conversations.

Develops, proposes and implements new administrative work methods, procedures for the Legal Counsel's office. The work requires assessment and evaluation of current methods, identifying problem areas and recommending options for improvement. The work is undertaken while dealing with constant distractions, conflicting priorities and interruptions from staff, senior officials and external requests.

#### (12) SUSTAINED ATTENTION

Intermittent periods of sustained visual attention are required to schedule and reschedule a wide variety of activities involving the Legal Counsel. There are frequent interruptions from managers, employees, support staff and telephone conversations.

Intermittent periods of sustained auditory and visual attention are required while responding to various inquiries to ensure key elements are noted.

Sustained auditory and visual attention are required to participate in meetings where important decisions are taken and require immediate follow-up or changes to already scheduled engagements.

#### (13) PSYCHOLOGICAL/EMOTIONAL INVOLVEMENT

There is a requirement to remain calm and composed to ensure constant courteous, diplomatic and professional behaviour in dealing with multiple demands in a changing environment.

There is a requirement to deal with deadlines and a high volume of changes that cause added stress. There is no control over deadlines and workload.

There is requirement to maintain a professional attitude while resolving conflicting demands with respect to the agenda of the Legal Counsel.

Psychological and emotional efforts are required when dealing with numerous complaints and frustrations from employees, to keep composed and impartial. There is no control over frequency of inquiries.

#### (14) PHYSICAL EFFORT

The work requires, on a daily basis, eye focus and sitting for prolonged periods of time when keyboarding information and when reading and processing documents. Approximately 50% of the work is performed on a computer.

The work requires, on a daily basis, filing, bending and stretching to put away files and briefing books.

The work also requires standing for long periods when putting together briefing books and going to multiple locations to obtain and provide information.

### WORKING CONDITIONS

#### (15) WORK ENVIRONMENT

Psychological

Deals with imposed deadlines and conflicting demands for constant changes in maintaining the Legal Counsel's agenda.

Deals with constant interruptions from telephone callers and colleagues requesting information on various matters.

The work involves having to completely re-arrange priorities in order to address unanticipated emergencies. There is little or no control over the frequency and duration of these activities.

The work involves having to deal with complaints and frustrations from employees and the public. There is no control over the duration or frequency of these interactions.

#### Physical

The work involves exposure to continuous office and equipment noise while working in an open concept environment.

The work involves exposure to glare from a computer monitor.

#### RISK TO HEALTH

Exposure to heavy and varied workload, involving tight deadlines, overtime, interruptions and changing priorities along with pressures to respond quickly and efficiently to conflicting and multiple demands may cause emotional strain and stress.

Exposure to eye strain, headaches, and back, neck and wrist pain from extended use of a computer terminal.

The open office environment and lack of privacy contribute to increased stress and fatigue. Responding to inquiries from unhappy or upset clients may cause emotional stress.

Employee's Statement :

I have been given the opportunity to comment on this work description.

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Employee's signature

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Date

Supervisor's Statement:

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

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Date

Authorization:

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Manager's signature

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Date

## ©WORK DESCRIPTION

### Administrative Assistant Information Management Specialist

Department/Agency: Department of Human Resources Development.  
Section:  
Division:  
Branch: Legal Services  
Geographic location: Vanier, Ontario & Gatineau, Quebec  
Security clearance: Secret  
Language requirements: Various linguistic profiles  
Departmental use:  
  
Immediate supervisor: DLSU Manager (85595)  
  
Version:  
Classification: AS-01  
Effective Date of Decision:  
Model identifier:

### Client-Service Results

Records and Information Management for lawyers at HRSDC Legal Services.

### Key Activities

- Plans, organizes and coordinates the activities and work flow of information holdings/records Management for the provision of records Management services.
- Creates or revises series title, subjects and case files according to the unit needs.
- Responds to enquiries, researches, analyzes and retrieves information/records from unit information holdings and other information sources (eg. RIMS, Access Litigation, Quick Law, Internet, Library Software, Fulcrum and various legal indexes) in response to lawyer's and manager's requests.
- Develops and maintains file classification systems and modifies subjects, references, cross-references and indices to respond to corporate standards and client needs.
- Plans, coordinates, schedules and records the application of approved retention and disposal authorities.

- Provides and coordinates various library support services such as organization and update of books and for unreported judgments, shelving of materials returned to the library.
- Assists and oversees orientation, guidance and training of new staff members in the unit.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

## Work Characteristics

### *Responsibility*

#### **(1) Information for the Use of Others**

Analyzes, classifies, indexes and cross-references information with respect to legal and other information holdings and records in relation to statutes, programs and other legislation administered by HRDC using an automated system and inputs into document profiles, databases, or data repositories for the use of lawyers in order to prepare legal opinions and litigation.

Creates or revises series title, subjects and case files, new volumes, both hard copy and electronic, according to the unit needs and recommends modifications to system structures to allow lawyers and managers to retrieve the information.

Files, researches and retrieves information/records from unit information holdings and other information sources (eg. Records Information Management System (RIMS), Access Litigation, Quick Law, Internet, Library Software, Fulcrum and various legal indexes) in response to a wide-ranging clientele .including lawyers, senior lawyers, unit managers, other legal services and client department branches to prepare legal opinions, litigation and related legal work; searches and retrieves dormant files sent to the Federal Records Center in response to lawyers' and managers' requests.

Monitors and evaluates the effectiveness of information holding/records management systems and provides advice and coaching to members of which allows them to perform their daily work.

Designs system structures in accordance with corporate standards and client needs; develops technical specifications, implementation plans (including client/user guides and conversion) and implements new or revised systems which are used by the counsel to perform their daily work.

Enters new cases into the Access Litigation system, indicates judgment date, indexes and closes it, for the purpose of creating litigation reports for the unit and preparing an up to date report of judicial review and other cases being handled by the unit for the use of lawyers in their litigation support functions.

Provides various library support services such as reference, organization and update of books and for unreported judgments, shelving of material returned to the library, maintains an automated library catalogue inventory for acquisitions, maintains a routing list for new acquisitions to allow lawyers to do their work.

Receives, logs in and distributes the incoming mail to the management team, the team leader and counsel in order for them to plan their daily work and deadlines.

## **(2) Well-Being of Individuals**

N/A

## **(3) Leadership of Human Resources**

Coordinates and oversees the work of a junior records and information clerk within the legal team and periodically organizes and coordinates the work of students and temporary help in the area of records and information Management. This is not a shared responsibility.

Participates as a team member on internal committees, projects and meeting groups and shares experience and expertise with other members on record management. This responsibility is shared.

## **(4) Money**

A - PLANNING and CONTROLLING:

N/A

B - ACQUIRING FUNDS:

N/A

C - SPENDING FUNDS:

The incumbent would be required to travel for training or conferences and will be using taxi chits and/or bus passes, in accordance with Treasury Board Travel Directives. Minimal latitude to deviate from established financial guidelines.

## **(5) Physical Assets and Products**

Has responsibility for the custody, maintenance, protection and loan of official Unit information holdings/records which may be protected by the Official Secrets Act, the Government Security Policy, or the Privacy Act. These records form part of the corporate memory of the Unit and are for the official use of authorized staff; many are originals and must be retained for historical, legal and evidentiary purposes and are therefore difficult to replace.

Provides custody of information holdings/records management reference books, manuals, and other publications, including maintaining Library Services, which are used as guides for counsel to provide advice to clients and keep abreast of practices, policies, procedures and developments in the information management field. These assets may be replaced within a few weeks, if still published, and if resources are available.

Receives, date stamps, sorts and distributes mail for the unit. Some of the correspondence may be of a sensitive nature and could be difficult to replace if original documentation is contained.

Operates and maintains a personal computer, peripherals and software used in daily operations, which are costly, but easy to replace through a Departmental supplier.

## **(6) Ensuring Compliance**

The work requires monitoring information holdings/records practices of their own work, their assistants, temporary help and students to ensure compliance with the Public Archives guidelines, the Treasury Board Management of Government Information Holdings policy and HRDC as well as department of Justice guidelines and, either taking corrective action or make recommendations for improvement, as required.

## ***Skills***

### **(7) Job Content Knowledge**

#### A - RECORDS MANAGEMENT:

-record management functions and practices including classifying, indexing, cross-referencing and the retention and disposal of information holdings to perform daily routine tasks; techniques and practices involved in establishing filing systems, including handling of initial articles, alphabetical or chronological order; etc. to assist in filing and retrieval functions, and those used in safeguarding sensitive records to control and protect these records from general distribution; the methods and techniques used in the packing and listing of dormant records destined for storage to perform retention and disposal functions.

-current information holding/records management functions and practices including information technology concepts and practices to apply to the unit, client service, researching, classifying, indexing, cross-referencing, retention and disposal of information holdings.

-general office practices, and the operation of standard office equipment, to perform daily routine tasks.

#### B - TECHNOLOGY:

- technological trends and developments information systems, particularly as they apply to information holdings/records management systems to recommend changes to the framework of the system to provide value-added services to unit.
- organizational techniques and organization of knowledge; manual and electronic search and retrieval principles and techniques (i.e., boolean logic) in an integrated information environment (e.g. inter/intranet, library, shared systems, records management systems) to respond to complex requests from clients.
- data entry, manipulation and retrieval techniques using a variety of automated systems and software . (e.g. RIMS, word processing, E-mail, library software) to maintain and retrieve data from automated information sources.
- desktop software packages used for writing reports and specialized software for managing information and knowledge of emerging technologies to provide retrieval and classification services.

## **(8) Contextual Knowledge**

### **A - OWN WORK UNIT:**

Knowledge of own work unit is required to coordinate the work of an assistant, temporary help and students. Knowledge of the roles and responsibilities of other records Units within the Legal Services Unit as they relate to own records unit to facilitate the coordination of Unit records service.

### **B - OWN DEPARTMENT or AGENCY:**

HRDC's organization, structure, mandate and departmental key contacts, knowledge of departmental program responsibilities to better understand their business needs; to keep the information holdings/records management system current and credible and to provide research, retrieval and other information services; the departmental information security requirements and procedures to protect the information holdings;

### **C - OTHER FEDERAL GOVERNMENT DEPARTMENTS or AGENCIES:**

Roles and responsibilities of the Department of Justice as they relate to the provision of legal services and that Department's information holdings/record management organization, mandate, goals and objectives to keep the information holdings/records management system current and credible and to provide research, retrieval and other information services.

Knowledge of the roles and responsibilities of National Archives, related to departmental records keeping, is required to locate and retrieve information.

Knowledge of the roles and responsibilities of Treasury Board, as they relate to the implementation of records management policies, is required to keep abreast of current developments.

### **D - CANADIAN PRIVATE SECTOR and OTHER PUBLIC SECTORS:**

Basic overview of legal terminology and legal system and legislative process in Canada (e.g. court levels, federal versus provincial responsibility) is required to perform duties.

### **E - INTERNATIONAL PRIVATE and PUBLIC SECTOR:**

N/A

## F- LEGISLATION and REGULATIONS:

Knowledge of the Employment Insurance Act, the Human Resources Development Department and Commission Act, the Federal Court principles and guidelines and also the directives and guidelines for the Access and Privacy, the Appeals Review Committee, the Board of Referees and the Umpire's Office is required in order to analyze, classify, index, retrieve and perform research services because of the way the information holdings/records is administered within the Unit.

Knowledge of the Financial Administration Act related to travel procedures and guidelines when is required when travelling to conferences, training or meetings.

Knowledge of Access to Information and Privacy (A TIP) Act directives and guidelines regarding retention and disposal of confidential materials. .

## **(9) Communication**

### A - COMMUNICATION IN:

Reading skills are required to determine the nature of requests received from client officials, management and colleagues. The clarity of the requests vary depending upon the writer's comprehension level of the subject matter, therefore diligence is required in order to extract the pertinent facts and information.

Reading and listening skills are required to comprehend lawyer's instructions and requirements. Challenge of this communication increases as a result of legal complexities and changes which may be complicated and difficult to understand. The difficulty increases when the client has difficulty defining and expressing precise requirements.

### B - COMMUNICATION OUT:

Written and verbal skills are required to analyze, synthesize and present research findings and recommendations to clients and colleagues. Findings and recommendations must be clearly described to assure their acceptance.

Written skills are required to communicate via the E-mail and prepare guidelines or procedures within the work unit and with colleagues.

Verbal skills are also required to provide on-the-job training and coaching to new or assistant employees, so procedures and standards can be understood and applied uniformly.

## **(10) Motor and Sensory Skills**

Manual dexterity is required to operate office equipment: i.e. a computer keyboard and mouse when searching for, manipulating and extracting information from intranet, Internet and other sources, open safes and when utilizing various programs and to input (e.g. Reports, memoranda). The incumbent has control over the proficiency, precision and timing of the work.

Dexterity and coordination are also required in the performance of daily activity to operate other office equipment such as but not limited to photocopier, facsimile machine, filing cabinets when reproducing, sending and retaining documents and material. The incumbent has control over the proficiency, precision and timing of the work.

## ***Effort***

### **(11) Intellectual Effort**

Searching for and collecting information in response to complex client enquiries requires intellectual effort to understand the request, and to determine and identify search strategies. Intellectual effort is also required to analyze the search results in order to ascertain relevancy to the client's request. This may be complicated by a lack of specific details, the time span, and the number of sources that may need to be searched. This work is carried out with distractions and pressure from clients who normally need the results quickly.

Develops search strategies using Boolean logic to ensure search results reflect the level of precision and relevance appropriate to the clients request. This requires combining bibliographic and subject descriptions, correlating and re-associating resulting document sets.

Understanding the information that is created or received by the program clients to analyze and assign subjects and create document profiles; some information may be in a highly technical/legal language and / or may be difficult to classify due to vagueness or- brevity of the content.

Intellectual effort is required to review and understand the client's business line, program activity, processes and workflow for the organization to apply information holdings/records management practices for the identification, description and classification of records in adherence with corporate policies and practices,

Interprets Information Management policies, record keeping practices, and searching techniques and reviews clients requirements to provide advice electronic and paper-based records management systems, procedures and policies and the integration of the systems into their work processes; this may be constrained by the Clients' level of knowledge and understanding of the information management systems and of searching techniques.

Inspects paper records and conducts quality assurance checks on electronic records; requires a full understanding of records keeping practices, the clients' business lines, related guidelines and file contents to report to the lawyers and administrators the deficiencies of the system structure, the accuracy and quality of electronic profiles and the accuracy of filing decisions taken by system users. The inspection may be constrained by the volume of files and profiles to be inspected to meet deadlines while providing regular service.

Reviews criteria to ensure that records identified as secret or archived are well identified and transferred. This may be constrained by changes in the classification of records or modifications in the way information is processed which may require changes or modifications as to which records are selected.

### **(12) Sustained Attention**

Sustained attention is required when inputting, verifying, updating, searching for and extracting information from various management information systems, internet and legal documents to ensure accuracy of information. There are continuous distractions from telephones, urgent requests and office conversation. This work comprises 60% of the work time.

Visual attention is required when analyzing, classifying and filing records, distractions may result in misfiling and delays in providing the client with the information requested. This work comprises 35 to 40% of the work time.

### **(13) Psychological/Emotional Effort**

Physiological/emotional effort is required to remain composed while coordinating information retrieval services to clients who request unretrievable information or information for which they have not been authorized access. There is no control over the number of clients or how they chose to express their dissatisfaction. In addition, sudden changes to work priorities by the manager, in situations where there is little control over the unit's assigned work, may cause frustration and the need to maintain composure.

### **(14) Physical Effort**

The work requires sitting to read, analyze, conduct research, write, use a computer, conduct business by telephone, and attend meetings for lengthy periods of time (75 to 90% of the day). This is a daily requirement of the work.

Retention and disposal functions requires participation in the packaging and lifting of boxes, in their preparation for storage.

## ***Working Conditions***

### **(15) Work Environment**

#### A - PSYCHOLOGICAL ENVIRONMENT:

Balancing competing demands, multiple requests from clients and increasing workloads requires maintaining focus and a calm, professional attitude to meet clients' requests on a daily basis.

Continuous interruptions, multiple demands, unpredictable workloads, short deadlines, and overlapping priorities in delivering services to a large client base results in time pressures and lack of control over the pace of the work.

#### B - PHYSICAL ENVIRONMENT:

Work is performed daily in an open office environment with frequent interruptions and noisy working conditions.

The work involves daily exposure to glare from computer screens and some discomfort from sitting at a keyboard for several hours a day; exposure to dust and dirty files when working with files in the storage room.

### **(16) Risk to Health**

These duties are conducted -in a records office and result in exposure to back strain from bending and stretching to place and retrieve files, as well as, from lifting and moving of files.

There is regular exposure to dust, conditions which could result in breathing problems, and the possibility of physical injury to the back, or feet while loading and moving skids of files.

Keyboarding and using a mouse and computer for several hours a day may cause headaches, eye, back and neck strain as well as other repetitive strain injuries.

Dealing with interruptions, multiple demands, unpredictable workloads, deadlines, overlapping priorities, and leading staff on daily basis, while coordinating service delivery to a large client base, may cause stress.



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## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Officer, Executive Services
<b>Position Classification</b> AS-02	<b>National Occupation Code</b> 1222
<b>Department/Agency</b> HRSDC	<b>Effective Date</b>

### Organizational Component

<b>Geographic Location</b>	<b>Job/Generic Number</b> 102011
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

Must be at the EX-02 level (Executive Director or Director General).

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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### Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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### Organization Context

Position exists in an executive office as the sole support to an executive manager Executive Director or a DG.

### Client Service Results

Executive support services for the executive responsible for an organization.



### **Key Activities**

Provides internal and external communication services for the executive's office (phone, correspondence, fax, e-mail, walk-in); reviews, assesses implications of and prioritizes calls and information requests and determines appropriate courses of action.

Plans, manages and organizes daily agenda of the executive and informs the executive and/or the Executive Assistant/Chief of Staff of the priorities of the day, etc. Coordinates and arranges meetings, prepares agendas and ensures required documentation is prepared. Makes travel arrangements, when required.

Maintains a calendar of planned or anticipated meeting and events; ascertains their importance and urgency; determines the nature of the meeting and the necessity for the executive's direct involvement.

Determines the nature and urgency of requests for meetings with the executive. Determines which requests require the executive's direct involvement and which could be assigned to another area of the Directorate. Tasks the other area to make the necessary arrangements.

Participates in meetings, as requested, to record proceedings, points of discussion, decisions taken and ensures follow up on decisions, as necessary.

Ensures all incoming correspondence and requests of information are logged in Web-CIMS; directs the request to the appropriate section; reviews and edits correspondence and other documents prepared for the executive's approval or signature; responds directly to routine internal and external enquiries; and prepares correspondence for the signature of the executive.

Provides administrative, financial and human resources services for the office. Monitors, forecasts, and controls the budget of the executive's office. Advises administrative officers of planned expenditures and ensures commitments and expenditures are properly recorded. Discusses budgetary issues with administrative staff on behalf of the executive.

Develops the agenda for management team and staff meetings, co-ordinates resource materials, participates in management meetings, draft minutes and record of decisions and ensures follow-up.

Develops and maintains a network of contacts with partners and clients.



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Employee's Statement		
I have been given the opportunity to read and comment on the content of this work description.		
Name of Employee	Signature	Date
Supervisor's Statement		
This work description accurately describes the work assigned to this position.		
Name of Supervisor	Supervisor's Signature	Date
Authorization		
Name of Manager	Manager's Signature	Date

### Skill

Knowledge of public administration principles, methods and techniques is required to assess the priority and relevance of issues and information flowing into and out of the executive's office, to coordinate the preparation of executive correspondence and briefing materials, and agenda planning and to ensure that the priorities and interests of the executive are appropriately reflected.

Knowledge of office management and administration methods and techniques is required to ensure the efficient organization and management of the executive's office, i.e. to plan and manage the logistics of meetings and conferences; to maintain Web-CIMS to record and follow up on enquiries and replies; and to plan itineraries, and arrange travel. Knowledge of administrative methods is required to acquire goods and services and track the office budget.

Analytical skills are required to identify the nature, priority, sensitivity and destination of correspondence, to understand issues and assess priorities, to interpret written and verbal requests, to search files to retrieve relevant information as well as to determine the format of documents required for response, i.e. briefing notes, ministerial correspondence, Qs&As. Analytical and problem-solving skills are required to manage conflicting priorities and deadlines.

Knowledge of the executive's office and the management team is required to facilitate the smooth flow of work into, within and out of the office. Knowledge of Web-CIMS and agenda management tools is required to monitor and control incoming requests for documents and to follow up on requests and the preparation of responses, to co-ordinate, update and maintain the executive's agenda and travel requirements, and to provide direction and guidance on procedures to administrative staff within the client organization.



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Knowledge of the mandate, roles, responsibilities and operations of each section of the client organization, and key roles and activities of other sectors, such as legislative initiatives, to respond to internal and external requests for program and operational information and for daily interactions with all sectors of the department to request, obtain and disseminate information.

Knowledge of departmental guidelines and standards is required for the preparation and control of ministerial correspondence and briefing materials, and for the proper handling of secured documents. Knowledge of administrative practices and procedures related to travel, conference and meeting arrangements, hospitality, contracting and equipment purchase and maintenance is required to arrange administrative services for the office.

Knowledge of the structure and functions and key contacts of other federal government departments and agencies, other levels of government and private sector organizations, and international organizations that interact with the client organization is required to communicate with and respond to inquiries by officials and to direct documents to appropriate areas.

Communication skills are required to solicit co-operation and compliance with executive services priorities and procedures, to negotiate scheduling of meetings and deadlines for urgent correspondence and documentation, to follow up on correspondence and documentation, to discuss priorities with the offices of the executive head, senior executives and officials from other department; to compose correspondence, edit texts and format documents composed by others, and to draft guidelines and procedures.

#### **Effort**

Effort is required to provide informed advice on a broad range of administrative and other issues and initiatives to the executive and the management team, to determine the best course of action and make effective recommendations.

Effort is required to maintain a calendar of scheduled and proposed meetings and events requiring the executive's involvement or of interest to the client organization; and to determine the urgency and priority of meeting requests. Effort is required to resolve conflicts of timing and priorities, to arrange meetings and presentations for the executive, to prepare the executive for participation in and follow-up to management committee meetings, as well as meetings with other departments, agencies, client groups, and other scheduled and unscheduled meetings. Effort is required to prepare agendas, assign the preparation of documentation or briefings on issues and designate participants, to research or gather necessary information and documentation, and to make logistical arrangements, when required.

Effort is required to task the preparation of responses to requests for information and enquiries and to ensure inputs are received within the required timeframes; and to determine when lack of response needs to be escalated to a more senior level. Effort is required to gather information to prepare responses to routine requests for information. Effort is required to review and edit documents prepared for the executive's approval to ensure that they are properly formatted, are error free and supply the information originally requested.



Effort is required to discern at meeting the important points of discussion, decisions and required follow up and to ensure they are accurately recorded.

Effort is required to exercise judgement when determining the priority and urgency of competing and sometimes conflicting issues directed to the executive's office. Failure to exercise good judgement could damage the reputation of the executive and the organization.

Effort is required when communicating on behalf of the executive. Discretion and judgement must be demonstrated in determining what to say and how to say it.

Effort is required to deal with sensitive human resources issues requiring the executive's intervention. Judgement and discretion are required to ensure the confidentiality of information and to respect the employee's right to privacy.

Effort is required when monitoring the executive's budget and recommending that adjustments are required.

The work involves sitting and focusing for extended periods of time when using a computer and reading materials.

### **Responsibility**

Controls the flow of information and requests into the executive's office from within own organization and a wide range of partners and clients, including senior executives from within the department and from other federal departments, staff from Ministers' offices and MPs' offices, and senior personnel from other levels of government, private and voluntary sectors.

Acts as a point of contact between staff of the client organization and the executive, and communicates the priority of issues. Informs the executive, or the Executive Assistant or Chief of Staff of sensitive issues as they arise.

Researches and coordinates the development of responses to enquiries from other sectors, departments and stakeholders for information on the executive's and the client organization's decisions and activities, as well as on proposals that are still at the discussion or consultation stage.

Composes and signs routine correspondence and memoranda for distribution to employees, clients and the public. Reviews all documents submitted for the executive's approval or signature for format, content, grammatical and typographical accuracy and edits, as required, outgoing documents submitted for signature or approval, and ensures a timely flow of relevant information.

Organizes and manages the agenda and produces the agenda of daily and weekly activities for the executive and key players in the organization and department who plan their work and meetings based on this information. Coordinates agenda management with Executive Assistants in own and other Directorates and Branches in order to ensure that the executive makes the most effective use of time.



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Co-ordinates and monitors the flow of information and documents entering and leaving the office. Provides instructions and guidelines to executives and employees for the preparation of correspondence and priority documents and to carry out activities related to programs and operations.

Researches issues and background material to prepare meeting agendas and related documents for the management team so they may prepare for and participate in management meetings and make presentations as needed.

Coordinates and arranges management team and staff meetings, including the agenda, resource materials; participates in management meetings, draft minutes and records of decisions, and ensures follow-up. Prepares minutes of meetings where there are various issues of some complexity being discussed.

Effort is required to deal with sensitive human resources issues requiring the executive's intervention. Judgement and discretion are required to ensure the confidentiality of information and to respect the employee's right to privacy.

Occasionally leads the work of project teams of administrative staff charged with reviewing and improving co-ordination of documents and work flow throughout the client organization. Arranges meetings and leads discussions, working with participants to identify and implement solutions.

Tracks/controls the budget and forecasts the budgetary needs of the office for submission to the client organization's budgetary planning and control process.

Commits funds for anticipated travel, office supplies, hospitality and other goods and services.

#### **Working Conditions**

The work is performed in an open office environment involving ongoing exposure to office noise and frequent interruptions from visitors, callers and staff.

There is a requirement to juggle conflicting work priorities, including rescheduling numerous and often changing meetings; to handle multiple and concurrent demands from the Director, managers, clients, visitors and employees; and to deal with time pressure and tight deadlines.

#### **Additional Information**

N/A

# WORK DESCRIPTION

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## **Administrative Officer**

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Department/Agency: Department of Human Resource and Social Development

Section :

Division :

Branch : Legal Services

Geographic locations : Gatineau (Québec)

Security clearance : Enhanced

Language requirement : Bilingual Imperative BBB/BBB

Departmental use :

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Immediate supervisor : (1174)

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Version : Finale Date last updated :

Classification : AS-02

Effective Date of Decision :

Model identifier:

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## **Client-Service Results.**

Administration, human resources and financial services and advice for employees and managers of the Directorate.

## **Key Activities.**

- Support human resource management activities.
- Analyses, forecasts and reports on financial activities.
- Researches, negotiates and plans administrative requirements.
- Interprets and advises on financial and administrative policies, procedures and regulations.
- Manages the flow of information through the directorate.
- Supervises staff.

**Employee's statement :**

I have been given the opportunity to comment on this work description.

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Employee's signature

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Date

**Supervisor's statement :**

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

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Date

**Autorization :**

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Manager's signature

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Date

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## Work Characteristics

### *Responsibility*

#### (1) Information for the Use of Others

Forecasts resource requirements and reviews and finalizes various reports such as salary forecasts, full time equivalents variance reports, status reports on staffing and classification actions, employment equity reports and training plans. These analyses will be used by the Director to identify resource requirements, make operational decisions and to respond to departmental, Treasury Board and other Public Service planning and reporting requirements.

Researches and prepares specifications or terms of reference for items such as tenders, contracts, memoranda of understanding (MOU's) and relocation agreements. This information will be used by the Director to support program activities, to implement decisions and to help him/her in their day to day activities.

Composes memoranda, letters and e-mails on behalf of the organizational unit and departmental clients. The various messages convey information which responds to enquiries, obtains information and resolves problems.

Reviews, monitors and screens all incoming items addressed to the Director, defines the nature and specific purpose of questions raised by the various items and determines appropriate deadlines for response. The information is then passed to the support staff and/or the appropriate manager for action.

## **(2) Well-Being of Individuals.**

N/A

## **(3) Leadership of Human Resources.**

Provides functional guidance to administrative support staff, new employees and temporary help throughout HRHR on administrative work practices, procedures and processes within own unit and on the administrative, human resources and financial policies and procedures of the department. The responsibility is not shared.

Plans and identifies human resource needs for the DG's office. Responsibility is shared.

Participates in program meetings, departmental working groups and special events on a variety of administrative, financial and human resource activities representing the unit and the organization. Responsibility is shared

## **(4) Money.**

### **PLANNING AND CONTROLLING:**

Monitors the analyses, provides advice and forecasts financial requirements for the unit. This includes analyzing historical data to determine the requirements and allocation of salary, operating and special budgets such as training, prepares the Annual Reference Level Update (ARLU), Main Estimates and Supplementary Estimates, prepares free-balance variance reports, recommends the reallocation of funds, advises on funding pressures, plans and organizes the financial mid-year and year-end reviews. There is considerable latitude in the implementation of these activities but they must follow established guidelines and procedures.

### **ACQUIRING FUNDS:**

N/A

**SPENDING FUNDS:**

N/A

Certifies that funds are available for travel, hospitality and service contracts, capital purchases, contributions and other expenditures in accordance with Section 34 of the Financial Administration Act (F.A.A.)

Spends funds on travel, taxi, hospitality and purchases goods and services with authority to choose the best option as it relates to value and cost via local purchase order (LPO's), government acquisition and credit cards in accordance with Section 34 of the F.A.A., Treasury Board policies and procedures and delegated departmental financial signing authorities.

Disburses petty cash advances, taxi chits, and bus tickets in accordance with Treas

**(5) Physical Assets and Products**

Use, custody and basic maintenance of a personal computer, printer and peripherals as well as a calculator for the performance of own duties. Can be replaced through a departmental supplier within a few days. This responsibility is not shared.

Implements and maintains electronic and hard copy files, which include general, confidential and secret material and records used by the General Counsel. Maintenance of electronic files entails making necessary back-up files of essential documents. They can be replaced but the process is time consuming. This responsibility is not shared.

Has shared custody and maintenance of common service items used by the unit's staff such as photocopier, fax machine, shredder, safe, boardroom and resource centre. Maintenance includes adding toner and fixing jammed paper. Can be replaced through internal or external suppliers within a few days.

Makes arrangements for facilities (meeting and conference room), conference calls, and materials (agenda, supporting documents, minutes) for meetings, conferences and other unit activities.

**(6) Ensuring Compliance.**

Reviewing all outgoing text and correspondence, including Ministerial correspondence and Cabinet documents submitted by employees of the unit to ensure compliance with Departmental standards, guidelines and practices as well as the Official Languages Act. Delegated by the General Counsel to advise employees of anomalies and to make necessary corrections. Failure to comply may result in return of documents for correction as well as

delay in the process of expediting urgent correspondence.

Reviewing travel/expense claims for the General Counsel to ensure compliance with the Treasury Board Guidelines and the Departmental travel directives and financial policies and procedures. Incomplete claims may result in delayed payment or return of documents for correction.

## ***Skills***

### **(7) Job Content Knowledge**

#### **The work requires the knowledge of:**

Computer software including word processing, graphics and spreadsheet programs to produce, edit and print documents, tables, charts and illustrations for daily correspondence and for presentations delivered by the General Counsel to various audiences such as the client's Executive Committees, Litigation Committee, Justice Headquarters Executive Committee, Business Board, various Steering Committees, Working Groups and conferences.

Knowledge of record keeping, filing and bring forward systems, methods, practices and procedures to establish, update and cross-reference files and documents for the General Counsel and on behalf of the General Counsel.

Grammar, punctuation, spelling, style and format to produce and edit documents, on behalf of the General Counsel, to distribute to numerous internal and external clients.

An awareness of the unit's budget procedures and process to ensure that proper verifications have been carried out on human resources and/or financial transactions requiring the General Counsel's signature.

Knowledge of minute-taking skills in order to capture the essence of the conversations, issues and follow-up actions required as a result of minutes arising from meetings.

Organizational and time management skills to forecast and plan own workload and carry out concurrent activities.

### **(8) Contextual Knowledge**

Knowledge of the work of the unit and of the responsibilities of unit staff is required to gather and prepare background information and briefing notes on incoming correspondence, material for meetings and conferences for the General Counsel.

Knowledge of the unit's correspondence control procedures is required to screen, log and track information and documents and establish and maintain files for the General Counsel's use.

Knowledge of the practices and procedures for making travel arrangements and advances is required to co-ordinate travel within Canada and abroad, and of meeting and conference arrangements and events for the General Counsel.

Department of Justice:

Knowledge of the department and the Branch's organization structure, mandate, corporate values and reporting relationships in order to respond to internal and external inquiries regarding programs and services offered.

Knowledge of Departmental and regional organizations including lines of authority, names and titles in order to relay information and follow-up where necessary, as well as to refer client requests to the appropriate area.

Knowledge of resource persons and points of reference within the Department in order to obtain and relay information on travel, records management and the scheduling of meetings.

Knowledge of departmental standards and numerous formats for correspondence and other documents in order to meet Corporate needs and standards.

Knowledge of the Department's policies and procedures for handling and storing sensitive material in order to comply accordingly.

Other departments:

Knowledge of central agency policies such as the Treasury Board Secretariat travel regulations is required to process travel claims.

Knowledge of other federal departments and provincial departments is required to schedule meetings, briefings, conferences and/or interviews with the General Counsel.

Canadian private and other public Sectors:

N/A

International public and private sectors:

N/A

Legislation & regulations:

An awareness of the legislation administered by the client is required in order to explain and properly direct client requests.

An awareness of the Official Languages Act is required in order to process documents needing translation.

Knowledge of Treasury Board guidelines related to hospitality and methods of preparing travel/expense documents so as to ensure guidelines are followed.

Knowledge of the Government Travel Directives/Regulations in order to prepare/verify travel claims for the General Counsel,

## **(9) Communication.**

Writing and verbal skills are required to deal with colleagues, senior officials such as Deputy Ministers' and Assistant Deputy Ministers' offices, Senior General Counsel's office and the office of the ADM of Business & Regulatory Law Portfolio of the Department of Justice, other government departments, provincial governments and members of the public, in order to exchange and request information and organize meetings, interviews and briefings.

Writing skills to compose correspondence, background information and briefing notes on incoming correspondence for the General Counsel and on behalf of the General Counsel.

Verbal skills to relay urgent messages to senior officials, counsel and officers on behalf of the General Counsel, to answer questions on the phone, by e-mail or in person with both internal and external Clients, to resolve conflicting schedules when arranging meetings and appointments for the General Counsel.

Communication In:

Reading and comprehension skills to:

Handle sensitive and confidential documentation appropriately in accordance with departmental Standards.

Compare original documents with a prepared text to ensure the context and full meaning are accurate.

Listening and reading skills to understand requests for service, and messages from callers both internal and external, through e-mail or in person, in order to respond to or relay these to the General Counsel and/or appropriate person.

Listening skills to take notes and differentiate between discussion and decisions, to prepare minutes of meetings where discussions cover topics with different levels of complexity and involve many speakers.

## **(10) Motor and Sensory Skills.**

Dexterity and hand/eye co-ordination skills are required to use a keyboard and mouse to produce reports, correspondence and other documents on a daily basis.

## ***Effort***

## **(11) Intellectual Effort**

IS REQUIRED:

To assist in the execution of the General Counsel's commitments by receiving assignments and negotiating deadlines with the Assistant Deputy Minister's office, keeping a log of commitments and following up in order to ensure that deadlines are met. This may require routing urgent work, on behalf of the General Counsel, for action.

To screen incoming correspondence to determine business, intent and urgency and to determine who should act on the correspondence, i.e. Group Heads and/or counsel; to set priorities, research and attach background information on complex inquiries, prepare briefing notes and determine the necessity of working files, for the General Counsel.

To set priorities and reorganise the General Counsel's schedule. This requires analysis of new and emerging needs and determining priority issues within the Legal Services Unit. The significance of issues and the agenda change constantly, particularly in view of limited availability of staff and resources, and that established time frames are often tight.

To research, plan, co-ordinate and make arrangements for meetings and conferences. Analysis is required to identify the specific needs of the Unit and recommend the most efficient solution. The work requires planning the details of these arrangements, such as contacting participants to accommodate individual schedules and co-ordinate their participation, implementing many schedule changes, and last minute preparation and distribution of briefing material.

To take minutes at meetings in order to capture the essence of the conversations and discern between a discussion and a decision on various topics involving different levels of complexity. Care must be taken not to miss critical information as more than one verbal exchange might occur simultaneously.

Follow up on commitments made at various meetings by the General Counsel to ensure that these are carried out.

To resolve translation difficulties in routine correspondence and carry out research to ensure proper terminology is used.

All of the above are performed where frequent interruptions occur and where there is a need to consider several factors at once.

## **(12) Sustained Attention**

Sustained attention is required when preparing final documents, proof-reading, reviewing travel/expense claims to ensure the accuracy of the content of the document. There are intermittent interruptions from other workers, surrounding office activities, calls and management. This represents about 40% of the total day.

## **(13) Psychological\Emotional Effort.**

Effort is required:

To remain composed and professional, on a daily basis, when addressing complaints, problems, deadlines, key issues and changes in priorities. There is little control over the frequency or duration of these incidents.

To respond with composure and tolerance to demands from employees who bring varying difficult personal and professional concerns and issues to the attention of the General Counsel. Dealing with numerous complaints and frustrations from employees requires patience, impartiality and composure. There is no control over frequency or urgency of inquiries.

To remain calm and patient when coping with simultaneous conversations and/or discussions and different points of view between participants at meetings. There is usually no control over the duration and frequency of such situations.

#### **(14) Effort physique.**

The work involves sitting at a desk or in meetings for intermittent periods to perform office duties. This activity represents about 50% of total work time.

There is daily requirement for periods of twenty minutes at a time, to bend and stretch to store and retrieve files.

### ***Working Conditions***

#### **(15) Work Environment**

The work involves continuous exposure to equipment and office noise and working in an open office environment.

Exposure to the glare of a computer screen for up to two hours at a time on a daily basis.

Psychological:

The work involves dealing with frequent changes to priorities and tight deadlines. There is no control over the timing and frequency.

There is a constant lack of privacy and frequent interruptions numerous times throughout the day from staff, callers and visitors.

#### **(16) Risk to Health**

Frequent multiple demands, tight deadlines and large volumes of work daily can cause stress over time.

Repeated use of finger and wrist muscles required for keyboarding daily for periods of up to two hours at a

time may cause muscular pain and fatigue.

Prolonged sitting for up to two hours daily can cause back pain, extensive reading of documents as well as exposure to glare from a computer monitor for up to two hours daily may result in eye strain.



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Coordinator, Administrative Services
<b>Position Classification</b> AS-03	<b>National Occupation Code</b> 1221
<b>Department/Agency</b> HRSDC	<b>Effective Date</b>

### Organizational Component

<b>Geographic Location</b>	<b>Job/Generic Number</b> 102047
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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### Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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This work description is to be applied in a centralized administrative services organization and, by exception, in other organizational structures.

### Client Service Results

Administrative services for a client organization of significant size. (Normally reports to a Head of administrative services (AS-05).)



### **Key Activities**

Provides advice, options and recommendations to management and staff on issues and needs related to human resources, procurement, financial administration, accommodations, office management, etc.

Implements and monitors the application of financial, administrative and human resource policies, systems, processes and procedures, within the client organization; develops and/or provides training and provides feedback on their application to management.

Coordinates budgetary planning, control and reporting; provides financial management advice to the management team.

Implements management information systems to support planning, accountability and management needs, and develops a wide variety of reports for management.

Coordinates special projects to implement new corporate policies, processes and procedures, and develops coordinated responses to corporate requests.

Initiates and maintains relationships with corporate services partners in order to facilitate the delivery of services.

Supervises a team of 1 to 3 staff engaged in providing administrative services to the client organization.

<b>Employee's Statement</b>		
I have been given the opportunity to read and comment on the content of this work description.		
Name of Employee	Signature	Date
<b>Supervisor's Statement</b>		
This work description accurately describes the work assigned to this position.		
Name of Supervisor	Supervisor's Signature	Date
<b>Authorization</b>		
Name of Manager	Manager's Signature	Date



### Skills

Knowledge of methods, techniques and practices of monitoring and reporting on budgets and of reconciling expenditures and revenues is required to support the management of the financial and human resources of a client organization. Knowledge of accounting methods, practices and procedures of the department is required to ensure that financial transactions and reporting correspond to accepted financial practices and to develop resource management processes and procedures for the client organization.

Knowledge of human resources and administrative policies, practices, processes and procedures, as well as methods and practices related to contract administration, records management, procurement, safety and security, assets management and accommodations is required to advise and recommend to managers and employees appropriate courses of action and to implement new corporate processes in the client organization.

Knowledge of information manipulation and retrieval techniques; data entry, extraction and analysis techniques, as well as in the use of a variety of automated systems and software, such as word processing, spreadsheets, databases and electronic mail is required to prepare correspondence and reports, to respond to requests and to provide information to managers and employees of the organization.

Knowledge of supervisory and human resource management principles is required to supervise a team of employees and to manage the work of consultants. Knowledge of management principles and practices to plan, organize and implement administrative services. Knowledge of planning techniques is required to manage multiple priorities and deadlines.

Knowledge of the mandate, roles, responsibilities and processes of the organization served and the specific work carried out; and of the client organization's needs and expectations in the administrative field is required to plan and organize effective services and to lead the work of administrative staff; and of the client organization's business, operations and priorities in order to make effective financial and human resources management recommendations.

Knowledge of the department's financial, administrative and human resources management structures, priorities, policies, systems and procedures is required to interpret requirements, ensure compliance and co-ordinate financial planning and overall administrative services for the client organization

Knowledge of relevant portions of the Financial Administration Act and Treasury Board regulations; of attendant policies and procedures of Treasury Board in matters such as contracting, security, hospitality, taxi, travel and relocation is required to advise management as to requirements, processes, procedures and to ensure compliance in the client organization(s).

Knowledge of the relevant policies and procedures of the Treasury Board and the Public Service Commission pertaining to organizational design, classification, position management, and staffing is required to advise senior managers and employees and apply these requirements in the delivery of administrative services.



Government du Canada

Knowledge of the relevant policies and procedures of common service departments such as Public Works and Government Services Canada is required to apply standing offer procedures, the tendering process and accommodations policies.

Knowledge of outside suppliers and contractors is required to negotiate contracts for goods and services, to provide and clarify client organization needs, and to advise managers about the appropriateness of available services and goods.

Knowledge of collective agreements and relevant portions of the Public Service Employment Act, Public Service Staff Relations Act, Official Languages Act, Employment Equity Act, Access to Information and Privacy Acts is required to advise senior managers and apply these requirements in the delivery of administrative services.

Communication skills are required to present information to managers and administrative staff at meetings and in training session; to negotiate and prepare contracts with suppliers and service providers; to prepare briefings and reports to senior managers, and to respond to enquiries from both inside and outside the organization.

#### **Effort**

Implements administrative processes, methods, procedures and service standards for the client organization; researches and reviews new corporate policies and tools, assesses and evaluates how to implement them within the organization, identifies problem areas and solutions, and recommends approaches to effectively apply corporate requirements.

Researches, analyses, and reconciles financial data to isolate problem areas, determine trends and recommend reallocations in a changing environment. Plans, develops, forecasts, evaluates and recommends financial and human resource requirements for client organization(s) in a changing environment. Researches and interprets complex policies, procedures, regulations and pertinent legislation relating to administration, finance, and human resources. Provides advice on sensitive issues requiring research into complex administrative rules.

Negotiates and develops terms of reference for contracts, memoranda of understanding and service agreements for the client organization. The work requires reconciling the interests of outside suppliers to ultimately reach consensus and to ensure compatibility with policies and procedures.

Plans and analyses administrative requirements to foresee and identify accommodation needs as well as acquisition plans for goods and services in an environment of reduced resources and imposed reductions.

Analyzes administrative, financial and human resource requirements, sets priorities, compiles and maintains data on operations, resolves problems in response to client's needs and develops solutions to enhance service delivery; provides advice, options and interpretations to management and staff on human resources, procurement, financial accounting, accommodations and office management issues and needs.



Government du Canada

The work involves sitting and focusing for extended periods of time when using a computer, reading materials and analyzing information and data.

**Responsibility**

Participates in the implementation of central agency, departmental and Branch financial, administrative and human resource policies, systems, processes and procedures for the client organization in consultation with functional authorities. Researches the client organization's needs in these areas, consults managers and develops approaches for implementation. Promotes awareness and acceptance of processes and provides interpretations and advice to clients.

Interprets and responds to corporate requirements in a broad range of administrative fields for managers and staff. Recommends appropriate courses of action to resolve complex cases or sensitive situations where interpretations may establish precedents for future decisions.

Interprets and researches policies, procedures, regulations, collective agreements and pertinent legislation relating to administration, finance and human resources in order to provide advice and guidance to the management team members and to staff to guide their decision-making on administrative matters. Plans accommodation requirements, coordinates internal processes and procedures for assets management, and monitors the implementation of health and safety measures.

Develops and defends input to operational and budgetary plans and business plans for management team concurrence.

Researches, negotiates and prepares specifications or terms of reference for items such as tenders, contracts, memoranda of understanding and relocation agreements. Ensures that contractors and suppliers engaged by managers have complied with the conditions outlined in contracts and purchase orders prior to recommending payment of invoices.

Examines, accepts or rejects journal vouchers, payment and other expenditure instruments to ensure compliance with the Financial Administration Act (signing authority according to section 34 and spending authority according to section 32) as well as similar directives from Treasury Board which govern financial management practices and reporting criteria, ensuring that these requirements are respected.

May supervise 1 to 3 staff in the delivery of financial, administrative and human resource services to a client group.

Chairs working groups and committees to review developments impacting on administrative systems, policies and procedures in order that the client organization's needs and perspectives are documented and expressed.



Government Gouvernement  
of Canada du Canada

Negotiates and manages contracts for the provision of goods or professional and personal services on behalf of client-managers, with authority to determine and recommend the best option as it relates to value and costs. Verifies that goods and services are received, that the price is appropriate and within Treasury Board guidelines.

**Working Conditions**

The work is performed in an open office environment involving ongoing exposure to office noise and frequent interruptions.

There is a requirement to juggle with priorities; to handle multiple and concurrent demands from the Director, managers, and employees; and to deal with time pressure and tight deadlines.

**Additional Information**

N/A



## WORK DESCRIPTION

**POSITION TITLE:** Executive Assistant

**POSITION NUMBER:**

**GROUP AND LEVEL:** AS-04

**REFERENCE MODEL NUMBER(S):** TR-017

**DEPARTMENT:** HRSDC

**SECTOR:**

**SECTION:**

**REGION:** NCR

**GEOGRAPHICAL LOCATION:** Gatineau, Quebec

**SECURITY CLEARANCE:** Secret

**LANGUAGE REQUIREMENTS:** Bilingual Imperative CCC/CCC

**INCUMBENT'S NAME:**

**IMMEDIATE SUPERVISOR POSITION NUMBER:**

**IMMEDIATE SUPERVISOR GROUP AND LEVEL:**

**UCS CLASSIFICATION:**

**EFFECTIVE DATE OF DECISION:**

**DATE LAST UPDATED:**

**DEPARTMENTAL USE:**

## CLIENT-SERVICE RESULTS

Executive support services, including human resources, operational and business management services, research, special projects, quality control of documentation and advice, assistance and information to staff, management and internal/external clients.

## KEY ACTIVITIES

1. Designs, develops and administers office practices, procedures and business management processes, systems and frameworks for the organization and provides functional direction for their application to managers and staff.
2. Acts as the focal point for the receipt of all operational/business actions received and interact with management to establish priorities, preferences and instructions for the process, coordination and control of activities and filing systems and establishes effective linkage with internal and external officials.
3. Organizes and supervises the work activities of assigned staff and specific project team members, and provides functional advice and guidance to managers and staff regarding operational/business processes and requirements and budgetary forecasts and reports.
4. Monitors the progress of work distributed across the organization, other HRSDC sectors and contractors, ensures compliance with established content criteria, deadlines and quality standards, resolves problems and prepares reports.
5. Plans and conducts research and special projects regarding the organization's business processes and prepares related reports highlighting problem areas or opportunities for cost effective improvement and greater efficiency.
6. Manages the briefing and correspondence activities, including the preparation of Parliamentary returns, information notes for officials, and ministerial correspondence; inputs to tracking systems and reviews materials prepared by officers prior to the review and signature of management.
7. Develops, directs and implements policy and procedural frameworks for such corporate services as administration, finance, human resources and informatics, for application within the organization, and interacts with Branch and corporate functional groups.
8. Coordinates and controls the daily and long-term agenda and meeting schedules and briefs management on all related issues and developments.

9. Coordinates and organizes the logistics for conferences, events, meetings, including setting agendas, facilities, equipment and materials; facilitates meetings.

## WORK CHARACTERISTICS

### FACTOR 1: RESPONSIBILITY

#### 1 - Information for the Use of Others

Designs, develops recommendations and provides functional direction on the application of operational and business management frameworks, systems and processes. The information is used by management and staff for planning and decision-making purposes.

Identifies the Directorate's needs to departmental colleagues, including technical specialists, and develops proposals for management's consideration, including costing estimates and cost-benefit considerations. Management and staff use the information to support day-to-day operations. It is also used by Systems specialists to provide advice on appropriate technological applications best suited to the Directorate's needs and by management to make decisions on the purchase and installation of new automated systems. (KA 1)

Analyzes the business requirements of the organization, in terms of human and financial resources, communications and facilities, through consultation with managers and administrative assistants and develop recommendations. Staff and management use the information in support of the development of strategic, multi-year, annual business plans and project work plans, and to resolve operational/business problems and major issues. (KA 2)

Analyzes and synthesizes differing perspectives into a consensus approach to facilitate discussion and decision making at management meetings. This information is used by management to make decisions on issues affecting the Directorate and its operation. (KA 2)

Prepares and provides budgetary forecasts and reports to facilitate the control and reporting of operational expenditures. Management uses this information for the budgetary planning exercise. (KA 3)

Researches program and business process issues with internal and external client/stakeholders and provides options and recommendations. Management uses this information for decision making and when addressing specific issues. (KA 3,5)

Prioritizes competing demands for service, establishes deadlines, and resolves conflicts with other areas of the Branch on priority issues. The information is used by management and staff throughout the

Directorate to plan their work and to ensure that deadlines are respected. (KA 2, 4)

Investigates and resolves problems encountered by clients with the program services received. Documents client comments, whether positive or negative, and ensures that they are conveyed to the responsible manager. Prepares regular reports for senior management on the nature of client comments. This information is used by managers and colleagues to respond to enquiries of a formal/informal nature, as well as to address confidential or politically sensitive items relating to operations, and to make needed improvements to client service. (KA 4)

Coordinates the preparation of reports, briefing notes and correspondence, and the development and provision of input from the Branch Directorate to other units with lead responsibility for such documents. Determines which area(s) will handle the request and enters requests into the departmental tracking system. Prepares specific instructions on behalf of the senior management to ensure that the request is addressed in the prescribed manner. The information is used by managers and staff to prepare the requested information and to seek further clarification when the request involves special or unusual requirements. Staff and management also use the information to negotiate extensions or changes to requests due to evolving or unanticipated circumstances. (KA 6)

Researches and/or responds to enquiries, exchanges information, researches issues, provides clarification and advice concerning a range of issues and activities, many of which are politically sensitive or of a confidential nature. The work involves discussions with an extensive network of contacts and representatives in provincial/territorial governments, client/stakeholder organizations, the private sector, academia and the general public. Documents findings, prepares reports or responds directly to the client. Management and colleagues use the information to prepare responses to clients, frequently on behalf of management or the Minister. (KA 6)

Develops, revises and implements administrative and operational policies, processes and systems for the processing of all operational and business matters. Managers and staff use this information to guide them in day to day operations. (KA 7)

Develops input to proposals from corporate and Branch wide projects that are aimed at developing operational policies and procedures and/or planning organization-wide exercises. Project teams use this information to present, support, discuss and defend their options and recommendations as to how the Branch or Department should proceed. (KA 7)

Develops, in consultation with management, agendas and the required logistical framework for meetings, conferences and events; coordinates the preparation of information required by various internal and external parties when organizing meetings. Ensures the distribution of all materials prior to the meeting and confirms receipt by the attendees. The information is used by the attendees to prepare themselves for the meeting and to make the required travel arrangements. (KA 8,9)

Organizes, coordinates and/or facilitates meetings involving management and staff, HQ officers, representatives of other federal departments and external stakeholders to discuss specific program/project issues and requirements. Coordinates travel arrangements and prepares and distributes the agenda. Confirms the attendance of all participants and follows up to ensure all action items and

decisions are being addressed and provides progress reports. This information is used by management and staff to ensure that all attendees have all the required information in advance of the meeting. (KA9)

## **2 - Well-Being of Individuals**

N/A

## **3 - Leadership of Human Resources**

Plans and coordinates work activities of assigned staff; identifies and recommends human resource requirements and levels; identifies and assigns work priorities; identifies and approves training and skill development requirements to improve service delivery and access. Follows up with employees to ensure that training is being applied in their work and to determine the need for further training. Provides technical guidance to staff; and evaluates performance. Promotes and maintains morale of staff and encourages consensus building throughout the organization and in project teams. (KA 3)

Explains administrative policies, practices and procedures to management, staff, colleagues and other clients, both at HQ and in the regions, to promote and ensure the application of approved operational and business processes. This responsibility is shared with others. (KA 3)

Leads project teams or working groups engaged in the review, research and/or assessment of administrative and operational policies and procedures. Recommends members for the teams and working groups, determines the objectives and priorities, provides technical guidance and identifies required skill development of team members. Represents the project in meetings with management or officials. Prepares or directs the preparation of the final report. (KA 3)

Monitors services provided by staff and contractors and makes recommendations to management regarding the quality of services and the organization's ability to meet operational and business program service requests and requirements. (KA 4)

## **4 - Money**

### **A) Planning and Controlling**

Monitors and reports on historical expenditure patterns and current budget; identifies and recommends the office's resource requirements for inclusion in the development of budget submissions and declarations of slippage and the reallocation of funds between salary and operating budgets.

Analyzes expenditures and develops cost estimates for purchase of services and capital equipment requirements for inclusion in budget plans and makes recommendations for future budget exercises.

## **B) Acquiring Funds**

N/A

## **C) Spending Funds**

Certifies the receipt of goods and services and recommends/approves payment within the provisions of the Financial Administration Act.

Authorizes spending by use of purchase orders and government acquisition credit cards.  
Uses government taxi chits to attend local meetings.

## **5 - Physical Assets and Products**

Operates a personal use office equipment, a personal computer, peripherals and software. These items are easily replaced through the normal government acquisition process.

(KA all)

Maintains hard copy and electronic files for use of the staff and management. Maintains a filing system for management. Has temporary control and safekeeping of classified and confidential documents, and archived electronic documentation. These assets would be time-consuming and hard to replace. (KA 2)

Organizes, coordinates and/or facilitates meetings involving management and staff, HQ officers, representatives of other federal departments and external stakeholders to discuss specific program/project issues and requirements. Ensures that all attendees have all the required information in advance of the meeting, coordinates travel arrangements and prepares and distributes the agenda. Confirms the attendance of all participants and follows up to ensure all action items and decisions are being addressed (KA 9)

## **6 - Ensuring Compliance**

Ensures that documents requiring management approval comply with departmental policies and procedures relating to the Federal Identity Program, Federal Government Communication policies and guidelines, the Official Languages Act, the Access to Information Act and departmental communications policy guidelines and procedures. Failure to comply could result in embarrassment to the Department. Reports noncompliance to management, recommends corrective action and follows up to ensure compliance. Exercises authority to reject documents not complying to established standards.

Ensures that the unit's operating policies and procedures comply with Departmental and Branch policies and guidelines established in accordance with the provisions of the Financial Administration Act and relevant Treasury Board Guidelines.

## SKILLS

### 7 - Job Content Knowledge

The work requires knowledge of:

#### PUBLIC ADMINISTRATION

Principles and practices related to strategic, business and operational planning, results reporting, business case analysis and impact assessment, change management, project management, management practices concerning the operational and business coordination of Executive Office for the effective planning and organization of business and operational activities.

Analysis and development techniques related to the formulation of policy and procedural frameworks and the identification of required revisions to enhance service delivery.

Negotiation and advocacy techniques in order to prepare presentations and to interface with management and with officials of central agencies, OGD's and other clients, stakeholders and partners to determine reasonable parameters for the conduct of proposed business actions that reflect the organization's capacity, given current priorities, workload and resource situations.

Practices, processes and techniques to prepare briefings, presentations and speeches for the review and approval of management, to ensure all elements have been addressed and that politically sensitive issues have been presented, considered, and are defensible.

#### RESOURCE MANAGEMENT

Leadership techniques to manage the assigned staff and provide functional guidance to managers and staff, especially administrative staff, on policy and program frameworks and on the required linkages and interfaces for the processing of transactions, issues and files.

Contract administration, including the definition of the scope of the work and deliverables, the tendering process, the assessment of competing proposals, the assignment and monitoring of work and the acceptance and review of services and products.

Planning and accountability processes and budgetary methods in order to manage allocated resources.

Methods, techniques and practices related to change management to assist managers and employees in adapting to changes in operational and business coordination frameworks.

## TECHNOLOGY

Data management techniques and information systems to compile current and viable information bases on operational and business activity and to prepare scheduled and adhoc reports on the office's business actions, for senior management.

Skills to use a computer to write, edit and review a variety of texts, and a number of software packages including spreadsheets, word processing and slide presentations.

## **8 - Contextual Knowledge**

### **A) Work Unit**

#### **A. OWN WORK UNIT:**

Knowledge of the mandate, objectives and priorities, roles and responsibilities of key players, programs and services of the Unit:

- to understand the work and support management and staff in the conduct of business and operational activities;
- to establish or make changes to the Unit's mandate and objectives; and
- to recommend changes to existing the structure and standards.

Knowledge of the linkages between the senior offices related to the processing of all operational and business transactions concerning these executives to provide comprehensive management services.

#### **B. OWN DEPARTMENT OR AGENCY:**

Knowledge of the mandate, structure objectives and programs of the Branch and department and their interfaces and linkages internally and with external clients, stakeholders and partners involved in the assigned portfolio as well as with the corporate functional service providers.

Knowledge of current and proposed policy and program activities and initiatives of the Branch and department that will require a business coordination response, the involved department and external organization s that will be involved in such matters.

Knowledge of information sources and holdings regarding programs, policy, business and operational issues and processes, including the various departmental automated information systems to manage the development of information, represent the organization on committees and provide a centralised holding of key planning issues.

Knowledge of the services available from corporate functional groups to discuss service requirements and gain agreement on the best approaches to meet the needs of management and staff.

Knowledge of HRSDC policies, directives, manuals procedures and other forms of instruction relevant to the assigned operational and business coordination services, including preparation of Cabinet Submissions, formats for briefing notes, correspondence for the DMs and Ministers to provide optimum coordination and compliance in the preparation of documents and correspondence.

### **C. OTHER GOVERNMENT DEPARTMENTS AND AGENCIES:**

Knowledge is required of major programs, processes and activities of other federal departments and central agencies involved in related activities relevant to the mandate of the organization to establish collaborative management of the exchange of information and data which will contribute to the development of program options, policy direction and strategies.

### **B. CANADIAN PRIVATE AND PUBLIC SECTORS:**

Knowledge of provincial, private sector and non-government organization s affected by departmental programs and services and the external network of suppliers to exchange, solicit and clarify relevant information on matters affecting the business and operational activities.

Knowledge of the key positions of external clients, to exchange information and facilitate cooperative interaction.

### **E. INTERNATIONAL PRIVATE AND PUBLIC SECTORS:**

An awareness of the key positions in international organization s, including OECD and APEC, to exchange information and facilitate cooperative interaction.

### **F. LEGISLATION/REGULATIONS**

An awareness of the provisions of the Department's enabling legislation and regulations, and provisions of the FAA, the Access to Information Act, the Privacy Act, the Employment Equity Act, the Public Service Employment Act, and the Public Service Staff Relations Act, to ensure the effective provision and management of administrative services, and to respond to client inquiries and requests.

An awareness of the provisions of the Official Languages Act, the Federal Identity Program, and the Federal Government Communications Act is required to ensure that all client services provided adhere to established departmental guidelines.

## **9 - Communication**

### **A) Communication In**

Listening and observation skills are required during briefings to understand feedback and perceive non-verbal reactions.

Listening and reading skills and the ability to interpret body language are required when receiving information and feed from colleagues, contacts, management, staff, stakeholders and partners to fully comprehend their positions, retain salient points and synthesize information when meeting to discuss or negotiate service delivery issues. The often conflicting or misinformed perspectives and opinions of potentially aggrieved parties add to the complexity of the communication.

Reading skills are required to comprehend ideas and facts presented in policy documents or reports and to determine specific information that is needed to address business and operational matters as well as management and policy issues.

Reading skills are required to comprehend complex legislation, policies and directives related to administration, finance and human resources to respond to management requests and to ensure compliance in the preparation of planning documents.

### **B) Communication Out**

Writing skills are required to significantly adapt complex material into comprehensive arguments and/or explanations stated in plain language. The skills are used to develop clear concise statements of documents and summaries and other materials to be used by others in making business and operational or strategic decisions. They are also used when making recommendations and presentations, when preparing correspondence, discussion papers and briefing notes.

Verbal skills are required to develop persuasive arguments when providing information and advice to management and staff, or exchanging views with colleagues; and to synthesize information when evaluating its uses, explaining the potential impact on business and operational activities.

Verbal skills are required to elicit information from managers and staff who may not express ideas clearly, to deliver presentation when participating in management committee meetings and consultation processes and to explain and demonstrate work procedures to staff and discuss the establishment of priorities with departmental officials.

Verbal skills are required to establish and maintain a network of internal and external contacts to initiate sensitive discussions or consultations in ways of collaborating to better meet program

objectives and priorities and overall departmental goals and objectives.

## **10 - Motor and Sensory Skills**

Precise hand/eye dexterity and coordination skills are required on a daily basis for the operation of a computer, keyboard and mouse, or adaptive device, to prepare reports and correspondence for management and staff. The work requires a high degree of accuracy but speed is not essential.

Visual acuity is required when proofreading and editing documents 3-5 hours, 2-3 times weekly, to ensure that documents convey the correct message and are error-free.

## **EFFORT**

### **11 - Intellectual Effort**

Intellectual effort is required to perform research and analysis to identify and develop policy, process and system options for the operational, business management and Ministerial briefings and correspondence coordination activities, evaluate these options personally, or in conjunction with focus groups of managers and staff to recommend preferred options. Constraints include restricted budgets, time, conflicting views of other stakeholders, priorities and lengthy approval processes.

Effort is required to oversee the most effective and efficient implementation of operational and business coordination policy and procedural frameworks, including the provision of guidance to the administrative assistant and to staff on their application. Effort increases when having to monitor the work in progress to identify bottleneck and other impediments and take action to resolve such situations. This is complex due to the varying demands placed by the operational managers and staff and the need to ensure timely, professional and consistent services that fully comply with policies and guidelines while providing optimum flexibility and service delivery to clients.

Intellectual effort is required to manage the maintenance of the management information and records systems; monitor, analyze and report on trends and developments and conduct special information collection projects on issues of concern to the organization, including leave, training patterns and equipment expenditure trends, and to prepare reports and formulate recommendations which will support the decision-making process. Constraints include pressure from deadlines, the need to consult with multiple interested parties, competing priorities and changing constraints.

Effort is required to lead or participate in project teams, committees, meetings and working groups to support the development and implementation of systems, practices and processes evolving from the introduction of new organizational structures, operating policies, processes and other activities such as business process re-engineering, and other major initiatives. Conflicting stakeholder interests and departmental policies can hamper the outcome.

## **12 - Sustained Attention**

N/A

## **13 - Psychological/Emotional Effort**

Remain composed and avoid frustration while frequently deals with often conflicting and/or unrealistic demands for services, under tight deadlines, while explaining complex or technical issues and requirements. There is little or no control over activity-based deadlines, the pace or scheduling of the work, client reactions, the duration or frequency of such activity.

Effort is required to control personal reactions offering objective advice under often trying circumstances, such as policy or program changes that could be negatively perceived by departmental, inter-departmental representatives, stakeholders and the general public. There is no control over the frequency of contentious issues and events and how employees and management choose to react.

The work involves maintaining composure when dealing with contacts in other departments and non-government organizations. This may involve persuading clients to cooperate in operational projects when divergent opinions may be expressed.

There is a requirement to plan, anticipate and react to changes in client/service priorities while maintaining composure and professionalism.

There is a constant need to pressure staff and management to meet deadlines and to adhere to directorate guidelines and processes. There is no control over how staff chooses to express their anger and frustration over constant tight and conflicting deadlines.

## **14 - Physical Effort**

Physical effort is required to sit for prolonged periods of time and to focus on a computer terminal to research information or prepare reports and correspondence for management and staff, and talk on the telephone with management, staff or other clients to discuss service requests, or explain operational and administrative procedures.

### **Working Conditions**

## **15 - Work Environment**

### **A. PSYCHOLOGICAL ENVIRONMENT**

The work involves frequent, daily exposure to multiple demands, conflicting priorities, tight deadlines, heavy and unpredictable workloads.

There are ongoing daily work interruptions, as well as a lack of control over the pace and scheduling

of the work.

The work requires frequent adaptation to changes in staff/client needs, electronic or computerized innovations and service methodologies.

The work requires daily interaction with rate and/or distressed clients, staff colleagues and clients.

The work is normally performed in an open office environment, with frequent distractions due to visitors, callers and general activity noise from co-workers and office equipment operation.

## B. PHYSICAL ENVIRONMENT

The work involves regular exposure to glare from a monitor when operating a computer.

The work requires sitting for up to 4 hours in meeting with senior management, staff, colleagues and clients.

The work is normally performed in an open office environment, with frequent distractions due to visitors, callers and general activity noise from co-workers and office equipment operation.

### **16 - Risk to Health**

Frequent exposure to multiple demands, shifting priorities and tight deadlines can cause stress.

Occasional interaction with angry or distressed people can cause stress.

Repeated use of finger and wrist muscles when using a computer keyboard for 2-4 hours daily can cause muscular pain and repetitive stress damage to hands and wrists.

Frequent exposure to video screen glare may cause eyestrain.

Sitting for extended periods of time may result in back strain.

**Employee's Statement:**

I have been given the opportunity to comment on this work description.

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Employee's signature

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Date

**Supervisor's Statement:**

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

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Date

**Authorization:**

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Manager's signature

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Date



## WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 2002	Position Title – Titre du poste <b>Manager of Operations- Collections Litigation and Advisory Unit</b>
Position Classification – Classification du poste AS-04	National Occupation Code – Code national des professions - 1211
Department/Agency – Ministère/organisme HRDC	Effective Date – Date d'entrée en vigueur

Organizational Component – Composante organisationnelle  
Departmental Legal Services

Geographic Location – Lieu géographique NCR	Job/Generic Number – Numéro d'emploi / de générique
Supervisor Position Number – Numéro du poste du surveillant 85595	Supervisor Position Title – Titre du poste du surveillant <b>TEAM LEADER MANAGEMENT SERVICES</b>

Supervisor Position Classification – Classification du poste du surveillant  
**AS-05**

Language Requirements – Exigences linguistiques Imperative Bilingual	Linguistic Profile – Profil linguistique BBB
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Communication Requirements – Exigences en matière de communication

Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité Secret
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### Client Service Results

Management of financial, administrative (human resources, material, informatics, information) and operational planning services for the O)llections Litigation and Advisory Services (CLAS) Team of the HRDC Departmental Legal Services Unit (DLSU).

### Key Activities

Under guidance of the Team Leader:

Provides strategic advice and guidance to the Team Leader relating to administrative, financial and human resources issues

Carries out day-to-day, non-legal management and operations of the CLAS Team



Plans, organizes and implements financial, human resources, informatics, information and general administrative management services

Manages, the operational requirements of Crown agents and client officials

Manages and supervises the activities of non-layer staff of the CLAS Team.

### Employee's Statement – Déclaration de l'employé

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé	_____ Signature	_____ Date
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### Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant	_____ Signature of Supervisor – Signature du surveillant	_____ Date
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### Authorization – Authorisation

Name of Manager – Nom du gestionnaire	_____ Manager's Signature – Signature du gestionnaire	_____ Date
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## Skills

### Job Content Knowledge

- The court (civil litigation and bankruptcy and insolvency) processes, procedure and practices applicable to debt recovery, to be able to make informed and rational decisions about internal processes, procedures and practices that must be carried out within the parameters of the larger court processes.
  
- Management theories and principles, including strategic planning, supervisory methods, project management and staffs relations techniques. This knowledge is required to manage all operational requirements of the unit and to assist and advise the Team Leader on unit planning and direction.
  
- Methods, techniques and practices of financial administration, financial analysis, operational planning, application of legal authorities and preparation of reports and recommendations, to manage and deliver financial and administrative services to the unit.



- Accounting methods, practices and procedures to ensure that financial transactions and reporting correspond to general accepted financial practices.
- Methods, techniques and practices in planning, reconciling, monitoring and reporting on budgets, expenditures and revenues in the management of the budgetary and expenditure cycles.
- Keeping abreast of human resources and financial practices and procedures to advise and recommend to managers and employees appropriate courses of action. Principles of supervising human resources for the provision of advice and direction to staff
- Principles of change management, human behavior and leadership to carry out the unit's organizational and staff initiatives, establish and maintain effective relations with own staff, internal and external clients and partner organizations, and foster and promote a positive work environment.
- Methods, techniques and practices of negotiation, group facilitation and problem solving to resolve personnel issues with staff, elicit and obtain cooperation and support for action/proposals from management and foster effective team dynamics among own staff
- Presentation techniques to organize and present a variety of administrative, financial and human resource information. Logistical and leadership methods and practices are required to arrange and conduct meetings.
- Planning techniques and organizational skills to balance simultaneous requests for service and establish and manage multiple priorities and deadlines.
- Techniques and practices to research background material in response to Client requests for information and other documents/reports.
- Data entry manipulation and retrieval techniques; knowledge of a variety of automated systems and software such as wordprocessing, spreadsheets, databases, calendar, electronic mail and the Internet. This information is used to prepare correspondence and reports, to respond to requests and to provide information to managers and employees of the organization.
- Secure and efficient information management techniques in order to ensure security of privileged documents, privacy of information and safe-keeping of documents under individual's care and control.
- Spelling, grammar and syntax to compose correspondence and reports. Knowledge of methods, techniques and practices to prepare, proofread and edit correspondence and other documents.



## Contextual Knowledge

### WORK UNIT:

- Knowledge of the systems, procedures and rules governing own work unit to make rational decisions respecting administrative processes.
- Knowledge of the roles and responsibilities of individual work groups to understand and direct service requirements.
- Intimate knowledge and understanding of the mandate, directives, guidelines, strategies, organization and structure, policies and procedures, goals, objectives and priorities, key people (including individual roles and responsibilities) and culture of own work unit is required in order to ensure the efficient functioning of the unit as a whole.

### DEPARTMENTS:

- Knowledge of the Department of Justice, its mandate, objectives, roles and responsibilities, directives, guidelines, programs and services, organization and structure, culture and policies and procedures and the role of the Attorney General of Canada to assist or represent the Client to provide a full range of support services and to ensure that services provided are consistent with departmental requirements / directions.
- Knowledge of HRDC, its mandate, objectives, roles and responsibilities, directives, guidelines, programs and services, organization and structure, culture and policies and procedures and the relationship between HRDC, the Department of Justice and the Attorney General of Canada to assist or represent the Client to provide a full range of support services and to ensure that services provided are consistent with departmental requirements / directions.
- Knowledge of organizational reporting relationships and personnel with authorized signing authority to ensure compliance with delegated signing authorities.
- Knowledge of departmental policies and procedures related to accounts payable/receivable, travel, financial coding, computerized accounting system operation, leave, attendance and employment status, financial planning and management, human resources, administration and security, to ensure accurate interpretation and application
- Knowledge of key HR, financial and administrative contacts and information sources, to access and research information, provide and obtain advice, and manage, administer and deliver staff services.

### OTHER DEPARTMENTS:

- Knowledge of other federal departments, organizations and agencies (i.e. Office of Superintendent of Bankruptcy, Office of the Superintendent of Financial Institutions, Revenue Canada) their mandate, structure, policies and procedures as they relate to, impact on and govern the conduct of litigation involving debts due to Her Majesty.



- Knowledge of other departments (Treasury Board and Public Works and Government Services Canada, Public Service Commission) to obtain information and services.
- Knowledge of central agency policies respecting official languages, security, material management and travel.

#### CANADIAN PRIVATE AND OTHER PUBLIC SECTORS:

- Knowledge of private law firms, their operation, specialization, organization and structure to appoint, coordinate and monitor firms as agents of the Attorney General of Canada.
- Knowledge of specific agencies (private and public) and tools (Internet, Registry searches) to conduct tracing of debtors, credit searches, bankruptcy searches and other searches relevant to a particular cases or cases involving debts due to her Majesty in order to provide cost-effective services.

#### INTERNATIONAL PRIVATE AND PUBLIC SECTORS:

N/A

#### LEGISLATION/REGULATIONS:

- Knowledge of relevant provisions of the Financial Administration Act, Official Languages Act, Employment Equity Act, Public Service Employment Act Public Service Superannuation Act, Public Services Staff Relations Act, Canada Labour Code, Canada Occupational Safety and Health regulations, Canadian Human Rights Act, Access to Information Act, Privacy Act, the Charter of Rights and Freedoms and various federal collective agreements is required to provide general information in response to public enquiries, provide advice and guidance to managers and staff relating to financial, human resource and administration as well as ensure compliance and safeguard the custody & dissemination of restricted/sensitive information.
- General knowledge of the Canada Student Loans Act and Regulations, Canada Student Financial Assistance and Regulations, provincial Statute of Limitations, Bankruptcy and Insolvency Act and Regulations and the provincial laws and rules of civil procedure. This knowledge is required to understand the impact on the conduct of litigation involving debts due to Her Majesty since it has direct ramification on the work performed within the unit.
- Knowledge of lawyer's professional code of conduct/ethics to ensure professional and ethical conduct



## Communication

### COMMUNICATION OUT:

- To Management Team members, staff, colleagues, colleagues in other organizations and suppliers
  - Effective interpersonal, oral and presentation skills: are required to present briefings, information sessions and explanations in a straight forward and clear manner, on policies, procedures and issues related to administration, human resources, planning and budgeting, financial administration, facilities, material management, travel and where differing opinions and challenges to facts presented may occur, requiring on the spot response; to liaise with officials of other government departments; to persuade internal and external service providers of unit's requirements.
- To client officials and Crown Agents
  - Verbal and writing skills are required to answer requests, communicate decisions and obtain & provide general information / clarification of an administrative or operational nature. Must communicate ideas and principles in a clear and concise manner by reframing simple, logical and persuasive terms, matters of facts, policy, procedure or instructions.
- To Team Leader, Justice and HRDC's HR Advisors and Pay & Benefits officers
  - Verbal and writing skills are required to obtain and provide information / clarification on various personnel issues, report progress of staffing, summarize and explain facts and options, strategies and recommendations and to synthesize, depict and present the facts and issues related to various staffing actions, using proper, complex and difficult terminology when communicating on and explaining matters.
- To Team Leader, managers and employees who have varied levels of knowledge and understanding of the subject matter
  - Verbal and writing skills are required to provide advice on administrative, human resource and financial policies and procedures, often in situations of conflict where issues require quick responses with little time for interpretation and/or assessment.

### COMMUNICATION OUT:

From Team Leader, staff, colleagues, Crown Agents and clients

- Listening and comprehension skills are required to understand the service requirements, context and full meaning behind inquiries, to respond appropriately to requests and/or to provide appropriate advice and information. These inquiries sometimes lack clarity and staff members are sometimes frustrated, irritated, irrational and emotional.
- Reading skills are required to determine the nature of the requests received from client officials, Crown Agents, program users, counsel, Team Leader, Manager of Operations, staff, colleagues, various government department agencies and third parties. The nature of these requests varies greatly and is complicated by varying legislation in different jurisdictions; thus, a high degree of expertise is required in order to assess the nature of the request.



### From Human Resources, administration and finance specialists

- Listening and comprehension skills are required to understand legal and procedural advice concerning deployment, training, recruitment, pay and benefits, finance policy and systems requirements, in order to translate this information into day-to-day practice.
- Reading skills are required to comprehend assimilate and interpret complex legislation, regulations, agreements and directives to determine the relevance and applicability to particular human resource and/or administrative issues.
- Reading skills are required to comprehend written material provided by departmental functional authorities and Client concerning policy/procedural changes, in order to assess the impact of proposed changes on the organization served. Reconciling the client's interest with those of the department increases the complexity of the communication.

### From parties position in the conduct of negotiations

- Listening and observing body language, interpreting questions, interviewing and negotiating styles to understand the true meaning, intent or position, where there are often no formal rules of procedure.
- Reading skills and the ability to interpret the underlying intent and/or slant of written materials are required to review financial and budget reports, policy interpretations and advice; complaints and/or demands from staff, where issues may not be clearly or fully expressed.

## **Effort**

### **Intellectual Effort**

Intellectual effort is required to:

- Make decisions on day-to-day operations of the unit, often in complex circumstances and with incomplete information.
- Prioritize and coordinate concurrent activities such as providing responses to complaints, requests and inquiries from staff, Team Leader, Crown Agents, Client and other third parties, compiling and maintaining data on operations and developing procedures to enhance service delivery. The effort is increased by the application of governing policies and procedures that prescribe timelines within which the unit must adhere. Work is performed on a daily basis with regular interruptions.
- Plan, develop, forecast and evaluate human resource requirements for the organization in a changing environment with staff turnover and budget changes. This work is undertaken while dealing with constant distractions, conflicting priorities and interruptions from staff, Team Leader, Crown Agents, Client and other third parties. Work is performed with regular interruptions.
- Research and interpret policies and procedures relating to administration, finance and human resources such as collective agreements and labour standards, etc. This requires adapting this

information into readily understandable language. This work is undertaken under time pressure while dealing with constant distractions, conflicting priorities and interruptions from staff, Team Leader, Manager, Crown Agents, Client and other third parties. Work is performed with regular interruptions.

- Review departmental policies, directives and procedures related to the provision of administrative services, determine courses of action considering operational needs, selects appropriate communication tools to advise management and staff of requirements. Team Leader and staff require answers quickly to move forward with decision making and action. Work is performed on a monthly basis with regular interruptions.
- Propose; initiate and implement new administrative work methods and procedures for the unit. The work requires assessing and evaluating current methods, identifying problem areas and selection amongst several options for improvement. The outcome can be complicated by the limited number of options available and incomplete information. This work is undertaken with constant distractions, conflicting priorities and interruptions from staff, Team Leader, Crown Agents, Client and other third parties. Work is performed on a monthly basis with regular interruptions.
- Determine requirements training with internal and external, government or private organizations.
- In conflict-resolution situations, interpret and distinguish relevant administrative or HR facts to develop potential solutions, strategies, options and implement chosen solution. Review and comprehend facts and evidence to determine relevance and importance to the issue as well as to determine whether there are any ambiguities, legal problems or implications. Effort is increased as there is often conflicting viewpoints and issues often require quick responses with little time for interpretation and/or assessment. Work is performed on a monthly basis with regular interruptions.
- Identify, understand, assimilate and synthesize complex factual situations, legislation, policies and guidelines, to assist Team Leader to develop effective management decisions. Effort is increased as there are often tight deadlines. Work is performed with regular interruptions.
- Communicate complex and sensitive issues to various personnel (e.g. Crown Agents, Team Leader, Manager, Client officials, staff and colleagues). Work is performed several times/week in an environment of frequent interruptions.
- Conduct interviews of qualified candidates for non-legal positions, verifying their references and conducting post-interviews with screened-in candidates.

#### **Physical Effort**

- Keyboard for prolonged periods (up to three hours daily) in/when inputting data into computer database(s) and preparing reports, spreadsheets and correspondence.
- Sit and sustain focus (approximately half-hour at a time, several periods, daily) when working on financial, administrative, HR issues, operational data, policies, plans and proposals, searching databases, analyzing/reviewing data, attending meetings, reading electronic mail messages, operating computer equipment and keyboarding.



## Responsibility –

### **Information for the Use of Others**

for the Team Leader,

- advises and makes recommendations on matters related to strategic planning, Client Driven Service Agreements, process efficiencies and the management of administrative requirements of the CLAS Team
- implements the direction set by the Team Leader
- reports and seeks advice and direction on day-to-day operations and performance of the CLAS Team
- manages the budget and resources of the CLAS Team
- conducts all aspects of human resources planning and development, with the exception of formal disciplinary proceedings about which recommendations are developed and provided

for the office administrator,

delegates administrative functions and supervises completion of tasks

for staff of the CLAS Team,

- provides or insures the provision of all information needs on all non-legal matters
- determines operational needs and provides functional direction on all non-legal matters
- determines training and development needs and ensures that those needs are met
- provides direction, coordinates, monitors and reports on work and performance coaches and motivates, conducts training on all clerical and non-legal tasks and co-ordinates performance and staff relations matter

for Collection Services (CS) and the Canada Student Loans Programs (CSLP)

- discusses, advises, negotiates and liaises regarding the processes for and manner of delivering legal services
- analyzes, communicates and coordinates the needs of the CLAS Team respecting information and tools required from the client and elsewhere to provide efficient legal services

for legal staff and the Team Leader of the CLAS Team,

- consults to determine storage and retrieval need:, for legal information and ensures that those needs are met effectively

for colleagues in the DLSU and various corporate branches of Human Resources Development Canada (HRDC) and the Department of Justice (D01),

- Coordinates information needs and exchange of information respecting policies and procedures on budgeting, staffing, staff relation, privacy and security, facilities, communications and other corporate matters, as required for the CLAS Team
- represents the CLAS Team on DLSU, HRDC or DOJ departmental committees, participating in conferences and liaises with stakeholders on operational and administrative matters



for Crown agents,

- sets and coordinates budgets
- approves expenditures and payment of accounts
- handles inquiries regarding and resolves operational and process issues

### **Ensuring Compliance**

- Responsible to ensure that terms and conditions, processes;; and formats comply with departmental legislation, regulations, policies, guidelines and practices such as collection agreements, staffing directives, Public Service Employment Act, Public Service Staff Relations Act, Official Languages Act, Employment Equity Act, Human Rights legislation and Health & Safety Act by non-legal staff when preparing classification and compensation benefits documents, extra duty (overtime) submission forms and leave of absence requisition forms submitted to HR advisors. Decisions taken pursuant to such authorities could result in return of documents for correction, denial of payment for claims pay and/or benefits, and delays or denial of staffing action and in the case of inappropriate exercise of delegated authority, recommendations for correction/disciplinary action. Responsibility is shared with the Office Administrator.
- Responsible for compliance by staff and Crown agents with procedures to be followed to ensure consistency of processes and functions across the unit and across the Crown agent network.

### **Leadership of Human Resources**

#### **All Staff (20-30)**

- Plans, identifies and establishes human resource needs, procedures and priorities in collaboration with the Team Leader to forecast the allotment of resources necessary to achieve Client Driven Services (CDS) results in both current and future fiscal years
- Ensures the overall provision of training on various departmental and unit software

#### **All Non-legal staff (20-30)**

- Sets annual and more frequent objectives in collaboration with the Team Leader to ensure fulfillment of the Unit's objectives
- Coordinates, schedules and assigns work and sets priorities
- Provides or ensures the provision of training on practices, procedures and processes that employees are required to know to effectively carry out their assigned duties
- Monitors performance provides feedback and initiates corrective actions
- Performs yearly Personnel Review and Evaluation Assessment (PREA)
- Advises on career development opportunities, identifies training needs and coordinates training requirements and sessions with manager of administration for all staff
- Manages and coordinates all staffing processes and oversees all phases of candidate interviewing and selection

#### **Administrative staff (1-2)**

- Delegates administrative duties and ensures completion of those duties.



## Money

### BUDGETING:

- Analyses, forecasts and determines financial requirement~, budgets, policies and procedures for CLAS in collaboration with the Team Leader and the Manager, Administration. Provides advice and makes recommendations on budget development, priorities, allocation and reallocation of departmental salary and non-salary budgl::1 s, in accordance with established guidelines and procedures
- Participates in the long-term planning of the Units with the Team Leader.

### MANAGING MONEY FLOW:

- Ensures proper processing, in accordance with Financial Administration Act (FAA) and regulations, of the receipt and deposit of public moneys received by Justice Agents and CLAS amounting to \$6 million to \$9 million. (Can this be delegated to a non-lawyer??)

### SPENDING FUNDS:

- Reviews, evaluates and approves all spending for administrative and corporate activities with complete authority to spend within legislative and departmental delegation authorities and guidelines
- Reviews and analyzes all spending recommendations and proposals, prepares, evaluates and studies cost-benefit analyses and reviews and analyzes all proposed contracts and procurement contracts
- Certifies, in accordance with the FAA, that services were provided by Crown agents in accordance with terms and conditions of contracts with Crown agents, and requisitions payment for those services which are valued between \$3 million to \$4 million dollars annually.
- Certifies that funds are available for travel, training, service contracts and other expenditures in accordance with Section 32 of the FAA.
- Identifies, recommends and executes salary and non-salary cost saving strategies in accordance with governing authorities such as travel regulations, collection agreements, contract regulations.

## Physical Assets and Products

- Custody of financial, human resource and administrative hard copy and data files used to document, manage and administer management service functions for the unit. May contain original documents and replacement would be difficult. This is a shared responsibility with the Office Administrator.
- Temporary custody of active hard-copy case files which contain original documentary evidence (including, but not limited to, original loan agreements, bank statements and correspondence, collection notes, Crown Agent/Team Leader/Client/program user

correspondence and court issued judgments and orders) used in the conduct of litigation (pre and post judgment) and opinion matters involving debts owed to the Crown. This custody is a shared responsibility. Some documents are impossible to replace due to their age and nature; others are difficult to replace and would involve considerable time, effort and cost.

- Custody and use of a personal computer and its associated peripherals, filing cabinets, reference materials, books and standard telephone used in the performance of duties. Some of these items are costly, but can be replaced within a few days through a departmental supplier. This is not a shared responsibility.

## **Working Conditions -**

### **Work Environment**

#### **PHYSICAL:**

- The work involves constant interruptions from staff and either parties. The work is performed in a semi-restricted area only accessible to those individuals employed in the division and building maintenance and support. There is no control over the occurrence, duration or frequency of these situations.
- There is daily exposure to glare from computer screens (luring long periods of keyboarding and to a lack of air circulation/fresh air during the course of the entire day. There is little control over these elements.

#### **PSYCHOLOGICAL:**

- There is a continuous requirement to satisfy multiple, current and often urgent demands for information, advice and action from own staff, Team Leader, Crown Agents, colleagues and client officials. In addition, there is a requirement to adapt to changing work priorities, time pressures & deadlines, unpredictable operational emergencies while providing high quality service. Lack of control over these demands, which can affect workload and priorities, can lead to high levels of stress.
- Deals on a regular basis with constant interruptions from own staff, Team Leader, Manager, Crown Agents, colleagues and Client. There is no control over the occurrence, duration or frequency of these situations.

### **Psychological/Emotional Effort**

- The requirements to deal with lack of privacy, simultaneous and conflicting work demands, multiple changing priorities and imposed deadlines which cause added stress requires emotional and psychological effort to remain in control of all situation. This is a daily occurrence. There is little or no control over the frequency or duration of these requirements.



- There is a requirement to maintain composure and to ensure a professional behavior in dealing with client officials, Crown Agents, staff and colleagues, regardless of their behavior or attitude, in situations where problems have to be addressed or requests are denied, unfavorable Collection agreement interpretations, or even when issues become contentious or information being communicated is not well received. There are at least two or three occurrences weekly. There is no control over the occurrence, duration or frequency of these situations.
- There is a requirement to maintain objectivity while resolving interpersonal conflicts within the unit, and presenting performance appraisals rated unsatisfactory. There is little control over the duration or frequency of these situations.
- There is a requirement to remain calm, attentive and sympathetic when observing the reaction of a person while conducting interviews and post-interviews with qualifying and non-qualifying candidates who may be nervous, frustrated or upset

### **Additional Information**

No attachments were found

AS-05

Manager Administrative and Financial Services Group  
Position #85597

Department/Agency : Department of Human Resources and social Development Canada  
Branch : Legal Services  
Geographic Location : Gatineau, Quebec  
Security clearance : Secret  
Language Requirements : CBC/CBC  
Incumbent:  
Reporting:

#### Client-Service Results

Provision of management advice and services for the DLSU.

#### KEY ACTIVITIES

- Plans, manages and delivers administrative services in one or more fields such as strategic and operational work planning/reporting; finance/budgeting, material management, contracting; human resources, health and safety; security and information holdings; and monitors and analyses the effectiveness of programs, services and initiatives.
- Consults with clients on a regular basis to anticipate, analyses evolving requirements; developing strategies and options to meet objectives and provides substantive advice and support to the management team on management issues, options and requirements.
- Acts as a key liaison with the director, and/or the Senior General Counsel, Head for management issues and with OGDs on specific cases/files, and consulting with central agencies and OGDs on the interpretation and application of policies and procedures in order to provide input to operational and policy issues.
- Provides liaison and advice on action items to the Director and/or the Senior General Counsel, Head and other parts of the Branch to coordinate actions.
- Researches and develops options for new, or revisions to, policies, programs, procedures and information management systems and for management briefings in support of the Directors priorities and ensures appropriate action is taken on all priority items.
- Participates on, and provides subject matter expertise to project teams, working groups, managers and colleagues involved in analysing, developing and coordinating strategies and initiatives for the DLSU, prepares analyses, briefings and reports; delivers presentations; and chairs committees related to service issues.

- Supervises a unit of administrative staff and provides functional direction to DLSU support staff.

Employee's statement :

I have been given the opportunity to comment on this work description.

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Employee's signature

Date

Supervisor's statement :

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

Date

Authorization :

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Manager's signature

Date

## WORK CHARACTERISTICS

*Responsibility*

### (1) Information for Others

Analyses legislative, policy and financial constraints, political environments and other critical material to prepare and provide briefings and reports on management issues, service delivery options and strategies for senior management. This information is conveyed through a variety of written reports, advisory documents, briefings, etc. and/or formal presentations and is used by the Director General to develop and implement management direction as part of senior level committees.

Develops plans and strategies which are used by the management team to determine the direction for the Directorate over the coming year. Reports against the plans and performance indicators to the management team which uses the information to manage the Directorate.

Provides expert advice on project/committee action tracking to the Director General and senior management; follows up on action items on behalf of the DG within the Directorate and with committee members in other parts of the department and in other departments. The DG and other senior committee members use the information to ensure that the committee decisions are enacted.

Chairs or participates on other departmental and interdepartmental committees on management issues on a regular and ad hoc basis; presents points of view and reports to the management team on outcomes. This information is used by the committees to make decisions on new legislative requirements, policies and procedures. The outcome information is used by senior management to apply in the Directorate.

Develops formal agreement documents for joint ventures/contracts/memoranda of understanding with other federal government departments, provincial and international governments, industry associations and/or other stakeholder/departmental service organizations for use by both parties to understand and administer their rights and obligations.

Provides advice and options on administrative systems and procedures for use within the Directorate. This information is used to improve own services and program operations.

**(2) Well-being of Individuals**

N/A

**(3) Leadership of Human Resources**

Demonstrates leadership to a team of administrative staff members, explains responsibilities, sets goals and priorities in accordance with established corporate values and operational work plans and encourages staff participation.

Establishes work plans for unit staff; reallocates work from one staff members to another to manage unit workload; supervises team members and conducts ongoing performance evaluations.

Provides direction to new and experienced staff to assist them in adapting to ongoing change in the workplace and ensures compliance on the part of staff thereby contributing to their skill development; recommends individual training needs.

Identifies needed human resource skills and number of resources, participates in and/or chairs selection boards, approves delegated staffing actions and exercises delegated authorities for leave and attendance and hours of work.

Chairs/participates on various committees on management issues; assigns agenda items; directs the meeting and follows-up on action items.

Provides functional direction to Directorate administrative staff on management policies, practices and procedures.

Develops and manages service agreements which provides direction to Corporate Services staff on their service levels.

**(4) Money**

**BUDGETING**

Participates in planning, forecasting and reporting for own unit. Recommends re-allocation of Directorate funds to meet management needs. This is shared with the Director General and Directors.

**ACQUIRING FUNDS**

Identifies/develops and/or manages recovery of funds for cost-sharing or cost-recovery arrangements with other parts of the department and other departments on joint ventures.

**SPENDING FUNDS**

Finds better ways to do the work, creating partnerships to result in cost-savings.

Authorizes expenditures, based on approved budgets, on behalf of the DG and the Directors.

Uses government credit cards for purchases and spends money for travel including hotel accommodation, air, bus, train, and taxi fares. Reports travel expenditures according to policies and guidelines.

**(5) Physical Assets and Products**

Uses, cares for and arranges for technical help for computer equipment, telephone and office equipment in own office.

Responsible for the maintenance of administrative systems and files that often contains protected and up to secret information and/or the maintenance contracts for office equipment in own area.

**(6) Ensuring Compliance**

Reviews the work of own staff engaged in analysis and/or processing of plans and financial, administrative and human resources actions and ensures that decisions made by management are in compliance with departmental or other related legislation, policies, procedures and guidelines. Items in non-compliance are sent back to Directorate staff. Lack of client service may require formal discussion and/or retraining. Discussions may be held with management to determine solution to meet management needs.

Reviews work of Directorate staff in meeting deadlines/output levels and responding appropriately to action items. Items not meeting the Directorate and departmental standards may be sent back or projects re-assigned.

Certifies that transactions meet the requirements of legislation and have been carried out in accordance with central agency and departmental policies and procedures. Management requests and/or invoice payment requests that do not meet requirements are sent back for revision.

Ensures that partners/service providers with whom the Directorate has signed agreements or contracts adhere to the terms and conditions outlined. Non-adherence can directly impact service delivery, staff workloads and clients' eligibility for departmental programs and services. Further communication and education must take place to ensure compliance.

*Skills*

**(7) Job content Knowledge**

The work requires knowledge of :

Theories, methods and techniques of public administration and federal government policies related to strategic and operational work planning/reporting; finance/budgeting, material management, contracting; human resources, health and safety; security and information holdings for application as an expert advisor, for several areas and as a manager, for the others.

Research, analytical, statistical, trend analysis, investigative monitoring and problem solving techniques and practices to recommend solutions to complex issues, develop management/program-planning strategies, prepare high level briefings/material, and provide expert advice and recommendations to senior management.

Networking, public relations, marketing and negotiation techniques to obtain partnerships with various levels of government, non-government agencies and the private sector.

Presentation/communication techniques to present plans, strategies and options to the management team; the Operations Committee and other committees and to Corporate financial, human resource, administrative, and facilities managers.

Change management theories and principles in order to advise, manage projects and assist in the implementation in new Directorate initiatives.

Project management theories and techniques and strategy and plan development in order to manage new initiatives from conception implementation and evaluation.

A variety of automated systems and software (word processing, spreadsheets, project tracking), the Internet, and presentation packages (such as PowerPoint) to develop reports and presentations, organization charts and communicate using email, and retrieve information and data.

Data management procedures, methods and practices in sufficient depth to analyze, review, update and improve methods and procedures related to administration and operational procedures; plan, coordinate, and participate in operational and resource planning exercises.

Leadership, motivation, delegation, training/coaching, performance improvement and assessment theory and techniques to advise management, to develop strategic plans and performance measures, manage own unit and provide input to management policy and procedures.

Other departmental and federal government policies and procedures related to management and general administration including security policy, travel guidelines, conference attendance, awards and recognition, access to information, communications, systems and program evaluation to advice management.

Operation of a computer and software programs for word processing, graphic design, multimedia production, desk top publishing, Web Site development, E-Mail and access to the Internet used to create reports and presentation materials for own use.

#### **(8) Contextual Knowledge**

Work requires knowledge of the following :

#### **WORK UNIT :**

Knowledge of own work unit is required to provide leadership and management of work planning and unit operations.

### **DEPARTMENT :**

Operations of each of the directorate's programs to interpret the effect of new management initiatives and develop services to meet their needs.

Other Branch/regional projects, policies, initiatives and services to identify priorities, overlaps and issues of mutual concern to ensure achieving overall work objectives and recommend changes to legislation, policies and procedures. Knowledge of normal office protocol and practices is needed to ensure accessibility to office information by all employees.

Department's vision, mandate, objectives, role, structure and business lines to provide, recommend and obtain advice respecting legislation and policies, to advise on the delivery of programs and services, and to provide advice to senior management on complex or high-level issues and strategies.

Departmental automated systems and various software used to conduct research, retrieve and disseminate information.

Departmental planning/accountability process and delegated authorities to plan and manage service levels.

Key decision-makers, sources of information and pressure points within the department in order to acquire approvals, service support and to ensure that action items are appropriately managed.

### **OTHER DEPARTMENTS :**

Organization, programs and services administered by other federal departments/agencies with related mandates to develop an understanding of mandate and to negotiate and/or recommend funding of joint initiatives.

Central agencies including PSC, Treasury Board and Public Works and Government Service Canada to access sources of information and to negotiate/acquire approvals for management actions.

### **CANADIAN PRIVATE AND PUBLIC SECTOR :**

Education and education-funding related programs at other levels of government as well as private groups with a similar interest to acquire information, to facilitate and promote the delivery of departmental programs and services, to track bi-lateral or multi-lateral issues, to ensure no overlap of service, or to negotiate and/or recommend funding of joint initiatives.

## **INTERNATIONAL PRIVATE AND PUBLIC SECTOR :**

N/A

### **LEGISLATION AND REGULATIONS :**

The Financial Administration Act, Public Service Employment Act, Public Service Staff Relations Act, regulations and collective agreements to provide advice to senior management or administrative requirements; provide management services; lead selection boards and to manage own unit.

### **(8) Communications**

#### **COMMUNICATION IN :**

Reading skills are required to analyse documents, briefs, reports, enquiries and other documentation on sensitive and complex issues, problems and proposals from a wide range of national and international sources to identify priorities and assign action items and to provide advice to the DG on items of importance.

Active listening skills are required to interpret the underlying tone and body language in situations of negotiations with others, both internally and externally, in situations of securing alliances and partnerships to support a joint venture, policy or project.

Listening skills are required to understand the implications of policy, program or legislative proposals and queries from representatives of other governments, international associations, delivery partners, advocacy groups and other concerned individuals/groups at conferences, meetings and working groups.

#### **COMMUNICATION OUT :**

Writing and editing skills are required to develop and/or review a wide range of documentation on sensitive and complex issues and initiatives, including legislative and regulatory developments or amendments, program strategies and frameworks, partnership agreements, Cabinet documents, Treasury Board submissions, House notes, briefing materials, contractual documents, instructions and directives to employees, speaking notes, information and promotional packages for the public, position papers and training materials.

Presentation and public speaking skills as well as consultative and negotiating skills are required when proposing and explaining policy and program initiatives to senior level management within and outside the department, when chairing/participating in a variety of departmental and interdepartmental committees and when developing joint partnerships.

**(10) Motor and Sensory Skills**

Dexterity and co-ordination skills are required to operate a computer keyboard and mouse for three hours per day in the daily preparation of correspondence, reports and other documentation and to operate various types of office equipment when giving presentations.

***Effort***

**(11) Intellectual Effort**

Intellectual effort is required to:

Plan, deliver and coordinate the provision of specialized administrative advice and services; anticipate evolving specialized administrative issues and requirements and formulate specialized administrative strategies, options and plans. Difficulty is enhanced due to changing priorities, budget limitations and bureaucratic constraints of legislation and policy.

Evaluate and recommend to senior management new or amended policy and operational priorities, objectives and business plans and the resolution of complex management problems.

Provide high-level advice on the management of human, financial and information resources in the development and in the revision of funding needs/work plans to meet changing and evolving priorities in an area of increasing work demands and fewer resources.

Review specific items on behalf of the DG, determine sources of information, research subject and develop briefing notes in support of the Management Committee.

Edit and synthesize information provided by others into presentation material for senior management. Difficulty is increased when there is a need for specific subject, there is missing information and/or there are very tight time frames.

Assess the overall efficiency and effectiveness of services and recommends corrective measures. Difficulty is increased when executing operational work plans in a changing environment with reduced resources and where staff may be resistant.

Assess the needs and contributions of potential partners in the private and public sectors so that partnership strategies can be established in conjunction with departmental program objectives and obligations. Develop specifications and term of reference and negotiates initial memoranda of agreements for the DG. Difficulty is increased when the talks go beyond the delegated authority of the incumbent.

Review administrative issues and develop application in the Directorate and develop solutions to Branch-wide issues as a member of Branch/departmental Committees. Brokers and negotiates solutions to Directorate management issues with Corporate Services. Difficulty is increased due to conflicting needs of each Directorate as well as the corporate need for overview.

(12) **Sustained Attention**

Sustained visual attention is required during the analysis and development of management plans, options and strategies with cost-benefits. Often related information is located in multiple documents or in tables and charts. Errors could occur should there be a lapse of attention that could impact on the Directorates funds availability.

Chairs or participates in lengthy (up to several hours) meetings/working groups with departmental and external officials which required sustained auditory and visual attention to ensure that departmental policy positions are defended and concerns addressed, and that concerns and issues of other parties are understood.

(13) **Psychological/Emotional Effort**

Maintains composure when presenting complex material to senior level officials within and external to the government, in chairing/participating in meetings where differences of opinion occur and in promoting departmental programs, services and activities to potential partners.

Maintains composure and deals objectively with complex and urgent issues, operational problems and individual cases where decisions and recommendations have wide-ranging impacts on program delivery where there may be public and political pressures.

Psychological/emotional effort is required to present administrative requirements to senior management who may not be interested in bureaucratic impediments to change.

(14) **Physical Effort**

The work required sitting for extended periods of time while attending meetings, writing material, analyzing documentation or keyboarding; or standing for long periods when chairing meetings and making presentations.

***Working Conditions***

(15) **Work Environment**

## **PSYCHOLOGICAL:**

The work requires composure and tolerance to meet the demands of the Directorate staff members who are often under short deadlines to complete assignments. Considerable tact and people skills are also needed to forward additional work requests to staff who are already fully occupied and over whom the incumbent has no supervisory status. The incumbent has no control over the flow of work but must sometimes bear the burden of staff frustrations.

Psychological/emotional effort is needed to maintain composure and deal professionally with internal and external clients and colleagues regardless of their behaviour or attitude, in situations where problems have to be addressed or requests denied, (e.g. contractors – invoice complaints; employees – denial of payment for unauthorized expenses, or unfavourable interpretations of the collective agreement or of the travel and relocation policy; others – changes in meeting schedules). There is little control over the occurrence, duration or frequency of these situations.

## **PHYSICAL:**

The work environment is generally in a closed office where external noises can be minimized. However, there are frequent interruptions from staff and senior management on urgent issues, exposure to glare from a computer monitor and keyboarding for up to three hours per day.

### **(16) Risk to Health**

Dealing with sensitive and complex policy and program issues, conflicting demands and imposed deadlines on daily basis can lead to burnout, chronic fatigue, or other stress-related illnesses.

Repeated use of finger and wrist muscles to enter or manipulate data using a keyboard for three hours a day can cause muscular pain.

## WORK DESCRIPTION

POSITION TITLE: Director, Corporate Services

POSITION NUMBER: 1174

DEPARTMENT: HRSDC

UNIT: Legal Services

DIRECTORATE: Administration

LOCATION: Gatineau, Quebec

### **Client-Service Results:**

Manages and directs all resource, financial, administrative and corporate management services and supervises the human resource services for the Human Resources and Social Development Canada (HRSDC) Legal Services Unit.

Manages, directs and coordinates the unit's management corporate systems within the management system frameworks of the Department of Human Resources and Social Development Canada and the Department of Justice.

### **Key Activities**

Manages and directs the resource management, budgetary, financial, informatics, and administrative services and supervises the human resources management services for the Unit, while respecting HRSDC & DOJ rules, policies and directives.

Manages and directs all other internal management services for the Unit in the areas of materials management, contract administration, accommodations, security, safety, records management, administrative activities, word processing and para-legal services, etc.

Manages the coordination, and oversees the implementation, of the Department of Justice's new information management systems, the new regional office cost recovery model, and the Unit's internal reorganization initiative.

Manages and leads the FAIRE.com corporate team for corporate services in support of the other five teams providing legal services to HRSDC Departmental clients.

Manages, coordinates and oversees the Unit's budget process management system, and leads resource negotiations (CDS) with various departmental clients and plans, executes, and is

accountable for the Unit's budget, and manages, develops and reports against accountability and risk management frameworks and performance and client service standards, etc.

Manages and directs special projects and activities on behalf of the Senior General Counsel, Head of Legal Services such as productivity initiatives, feasibility studies, operational monitoring, control evaluations, and automation studies, and manages the corporate liaisons with HRSDC & DOJ senior officials.

**Employee's statement:**

I have been given the opportunity to comment on this work description.

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Employee's signature Date

**Supervisor's statement:**

The above accurately describes the activities and demands of the position

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Supervisor's signature Date

**Authorization:**

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Manager's signature Date

**Work Characteristics**

***Responsibility***

**Information for the Use of Others**

Assesses, analyzes and makes recommendations for the Senior General Counsel related to the budgets and other financial management matters from the study of budget projections, financial and variance reports, and specialized program and budget material. This information is used by the Senior General Counsel to finalize budget submissions that impact on the Legal Unit, HRSDC and Justice Department, and has a direct impact on a budget of \$8.2.million.

Assesses, analyzes and makes recommendations related to base budget submissions for the Senior General Counsel from the study of budget projections, financial and variance reports, and

other relevant material. This information is used by the Senior General Counsel to finalize budgets and has an indirect impact on the \$15 million dollars dedicated to the provision of legal services to HRSDC.

Prepares historical and cost analysis for both base and specialized budgets for the Senior General Counsel from the study of historical budget files and relevant financial cost analysis reports and studies. This information is used by the Senior General Counsel and his/her management team and Department of Justice in the preparation of budgets, and other financial planning material for the Legal Services Unit.

Develops human resource management and employment equity plans for the Senior General Counsel from the study of reports submitted by the teams to determine their feasibility and acceptance. This information is used by the Senior General Counsel and his/her management team to assist the Unit, DOJ and HRSDC to meet their objectives and goals for those human resource management areas, and has a direct impact on a staff of 120 full time equivalent employees.

Develops and recommends to the Senior General Counsel and his/her management team technical training policy program initiatives, from the study of program and pedagogical reports and other professional material. This information is used by the Senior General Counsel and his/her management team to design and redesign technical training programs for the Legal Unit.

Reviews accommodation and telecommunication requests from the Unit teams and from the study of such requests uses this information to determine their adequacy and makes recommendations to the Senior General Counsel for their acceptance or non-acceptance.

Reviews and analyzes breach of security reports for the Senior General Counsel and does a preliminary examination of the case, and uses this information in conjunction with the Department's security division to implement corrective measures to correct such security breaches, for the Unit.

Plans and administers a variety of internal management services for the Senior General Counsel and his/her management team such as business case studies, Treasury Board submissions etc., from the study of files, reports, studies and other pertinent information. This information is used by the Senior General Counsel, and his/her management team to meet their on-going operational objectives.

Develops system information schematics, in conjunction with system specialists, for the integration of Legal Services Unit, HRSDC, and Department of Justice management information systems for the Senior General Counsel to outline deficiencies of systems with respect to business line needs and to meet integration of shared information requirements. This information is used by the Senior General Counsel HRSDC and Department of Justice staff to meet system integration objectives.

Analyzes operational problems related to integrated systems functionality, from the study and evaluation of reports, and uses this information in conjunction with system specialists to recommend to the Senior General Counsel methodologies to be used to redress such problems.

Plans and organizes the undertaking of research from the study of technical reports and studies for the Senior General Counsel to enhance the management of Legal Services Unit budget resource management system. This information is used by senior management to improve services to clients.

Plans and organizes studies of various files, documents, and investigations in support of resource negotiation activities with various Departmental clients for the Senior General Counsel. This information is used to support the successful completion of such funding negotiations.

Plans and organizes special projects in the area of productivity initiatives, operational monitoring, and automation studies for the Senior General Counsel, from the study of investigations, reports, evaluations, etc. The information from these studies is used by the Senior General Counsel to address issues that result from the request for a project or projects to meet the needs of the Unit in the delivery of its services.

Organizes and conducts preliminary review of files and materials in support of the corporate liaison interface with HRSDC & DOJ senior officials and to assess work priorities for the Senior General Counsel. This information is used by the Senior General Counsel to facilitate his/her responsibility for close harmonious working relationships between HRSDC, DOJ and other external clients.

### **Well-Being of Individuals**

No specific requirement has been identified.

### **Leadership of Human Resources**

The work involves the direct and/or functional supervision of eighty HRSDC staff including the functional supervision of 65 staff through five teams , at the intermediate level of the Administrative and Foreign Service and Technical categories which entails recommending resource levels, establishing performance standards, allocating and reviewing work, performance assessment, recommending training, taking disciplinary action, motivating employees, and ensuring health and safety of the work environment, etc. This is not a shared responsibility.

## **Money**

### **PLANNING & CONTROLLING:**

The position is responsible for administering and making recommendations to the Senior General Counsel and his/her management team regarding the base and specialized budgets of approximately \$15 million dedicated to the provision of legal services to the HRSDC Department. This work entails budgeting, monitoring, historical and cost analysis, variance reporting, case management studies, Treasury Board submissions, and the provision of advice etc. The position has considerable latitude in the administering and making of recommendations on the base and specialized budgets for the Legal Services Unit.

### **ACQUIRING MONEY:**

No significant requirement has been identified.

### **SPENDING FUNDS:**

The position has the authority to recommend payment, process claims for the base budget. The position also has the authority to approve payment of supplier or outside consultant invoices against service contracts for the base budget, etc. The position has considerable latitude in the implementation of these activities.

The position has the authority to approve, monitor and spend funds on travel, hospitality, goods and services and minor capital purchases, with the freedom to choose the best option as it relates to value and costs via local purchase order, internal requisition or agency credit card, etc. There is considerable latitude in the implementation of these activities.

## **Physical Assets and Products**

Operates, maintains and cares for a computer and peripherals for personal use in preparing reports, correspondence and other material on the services provided by the position. It is easy to replace through Agency sources, but expensive.

The position is responsible for the physical security and protection of sensitive materials, reports and documents related to the Senior General Counsel management responsibilities. Documentation may be unique, original, of a legal or legislative nature. The material could be very difficult to replace.

The position has the responsibility for the custody, maintenance and upkeep of common service items used by the office such as computers, printers, photocopiers, paper shredder, facsimile machines, encryption devices, cell phones, pagers, audio visual equipment and telecommunication apparatus etc. These assets can be replaced through internal or external suppliers, but some of these items could be costly.

## **Ensuring Compliance**

Performs budgetary compliance reviews of Legal Services Unit under the guidance of Department's compliance framework developed from federal legislation, regulations and directives issued by the Treasury Board and the Office of the Auditor General. Failure to ensure compliance impacts on the responsibility for financial administration by the Senior General Counsel. The position has complete latitude for judging and deciding the type of action required during the conduct of the budgetary review. This responsibility is shared.

Reviews documents and attachments for travel claims, payment of invoices, procurement of goods and services, to ensure compliance with Department's policies, regulations and directives. The incumbent of the position has the authority to return incomplete or incorrect documents to the originator for corrective action. Failure to ensure compliance impacts on the Senior General Counsel responsibility for the financial administration. This is a shared responsibility.

Verifies and processes activity management documents, to ensure that managers and subordinate staff comply with leave entitlements as per collective agreements, agency human resource policy and procedures. The position has the authority to recommend corrective action required and to return improper completed documents to the originator for amendment. Failure to ensure compliance impacts on the Senior General's Counsel responsibility for the management of human resources. This is a shared responsibility.

## ***Skills***

### **Job Content Knowledge**

The work requires knowledge of (a) Financial management, (b) Human Resource management, (c) Systems management and (d) General Administrative management.

**Financial management:** Knowledge is required of the theories and principles of financial management. Knowledge is required of the methods, techniques and practices used in budget and financial management, i.e. budget preparation, budget analysis, coordination of budget inputs, budget expenditures, cost accounting, variance reporting, preparation of budget and other financial documents and reports, etc. This knowledge is required to manage and direct a large Unit legal services budget in cooperation with HRSDC and the Department of Justice.

**Human Resource management:** Knowledge is required of the theories and principles of human resource management. Knowledge is required of the methods, techniques and practices used in supervision, discipline, recruitment, classification, organization; administering collective agreements, pay and benefits, training, human resource planning, and health and safety etc. This knowledge is required to manage and direct a large staff made up of HRSDC and Department of Justice employees.

**Systems Management:** Knowledge is required of HRSDC and Department of Justice management systems. Knowledge is required of the methods, techniques and practices used in administering a variety of business operational systems to provide for joint ventures in an integrated process for streamlined administration, optimized administrative systems, easy access to information for improved planning and control of resources, etc. This knowledge is required to manage and direct the coordination and implementation of the Department of Justice information management system into the HRSDC Legal Services Unit administrative activities.

**General Administrative Management:** Knowledge is required of the methods, techniques and practices used in providing senior administrative services to the Senior General Counsel to support his/her senior management responsibilities. Knowledge is required of the methods, techniques and practices used in the provision of a variety of internal management services, e.g. records, security, accommodation, material management, project management, the preparation of Treasury Board submission planning, organizing meetings and conferences, etc. This knowledge is required to carry out the responsibilities of the position.

### **Contextual Knowledge**

#### **WORK UNIT:**

Knowledge is required of the culture of the office of the Senior General Counsel as well as the standards set regarding senior administrative services. This knowledge is required in order to ensure that administrative services meet the needs of the Senior General Counsel and senior management's requirement.

Knowledge is required of how the Senior General's Counsel Office interfaces with other divisions in Departments of HRSDC and DOJ to form an integrated approach in support of the Unit responsibilities for Legal Services business lines providing services to HRSDC clients.

#### **DEPARTMENT:**

Knowledge is required of HRSDC & DOJ business lines, roles and responsibilities and mandate; also, the organization of the regional and field offices to facilitate the work of the office of the Unit, both at headquarters' and in the regions.

Knowledge is required of the HRSDC & DOJ and the Units directives, administrative practices, policies and procedures related to the senior administrative responsibilities of the position. This knowledge is required to ensure the efficient and effective management of the division in the provision of senior administrative services to the Legal Services.

#### **OTHER DEPARTMENTS:**

Knowledge is required of the interface and linkages between the Legal Services and other departments, particularly the Department of Justice and agencies, in order to respond appropriately to requests for the Senior General Counsel participation in interdepartmental/and/or Agency meetings, conferences, and joint working endeavours.

**CANADIAN PRIVATE & PUBLIC SECTORS:**

Knowledge is required of the organization of other Canadian Private and public sectors interacting with Legal Services Unit programs and business lines in order to respond appropriately to external inquiries concerning the specialized programs of the Unit.

**INTERNATIONAL PRIVATE & PUBLIC SECTORS:**

No significant requirement has been identified.

**LEGISLATION & REGULATIONS:**

Knowledge of the various acts and regulations i.e. Financial Administration, Public Service Employment, Public Service Staff Relations, etc., and Treasury Board and other Central Agency, Department's administrative, financial, and human resource management policies, regulations, directives and practices is required in order to ensure that the office of the Senior General Counsel complies with the acts and regulations in its day-to-day operations. Knowledge is also required of the Treasury Board and Department's security regulations and procedures to comply with the requirements related to security, and confidential information, etc.

**Communication**

**COMMUNICATION OUT:**

Verbal skills are required to represent Legal Services on departmental committees, participate in conferences with HRSDC & Department of Justice officials on matters of mutual concerns in the financial and human resource management fields, etc. Verbal skills are required to negotiate cooperative efforts with HRSDC & Justice officials (e.g. cost-sharing agreements, etc.), to meet and discuss with senior officers of the Legal Services Unit concerning specialized program and base budget submissions, financial and variance reports, accommodation, security, technical training, and human resource management matters, etc. There is a requirement on occasion to seek their assistance and to resolve contentious matters of mutual interest. This work is

complicated due to the involved and complex nature of the work and the need to meet on-going operational requirements of the Unit.

Writing skills are required to draft for the Senior General Counsel signature letters and reports concerning budgetary matters both base and specialized program to Executive and Senior Officers of both Departments. Writing skills are also required to write letters and reports on accommodation, security, training, and human management issues to senior and other levels of management, staff of the Unit Department, etc. The work is made more complicated due to the variety and in some instances the complex nature of the correspondence.

Verbal and presentation skills are required when delivering at meetings, with management and staff, updates and other pertinent information concerning budgetary and other senior administrative matters. The work is made more complicated due to fact that some of the audiences are not conversant with the intricacies of budgetary and other internal management practices.

Verbal skills are required to negotiate with suppliers for the purchase of goods and services, and in drawing up contracts in regards terms and conditions. This work is complicated due to the need to achieve the most cost effective, efficient, timely services.

#### **COMMUNICATION IN:**

Reading, editorial and analytical skills are required when proofreading financial, variance, security breach, technical training, business case study, Treasury Board reports and submissions, etc. The work is complicated by the large volume of materials, tight deadlines, often complex and high profile of the materials, and the requirement that all materials be completely error free prior to submission to the Senior General Counsel.

Active listening skills are required when attending meetings concerning budgetary, accommodations, security, technical training, human resource management matters in order to synthesize information on complex issues, gauge underlying (non-verbal) intentions, etc. The work is made more complicated due to the variety, and in some cases the complexity, of the subject matter.

#### **Motor and Sensory Skills**

Dexterity and coordination skills are required to operate a computer keyboard in the daily preparation of correspondence, memoranda, reports etc.

#### ***Effort***

#### **Intellectual Effort**

The work of managing and directing the budgetary, financial and human resource management services for the Unit in cooperation with HRSDC & the Department of Justice requires intellectual effort in addressing the variety of problems encountered in the provision of financial and personnel services for significant amounts of money allocated to the Legal Services Unit, and the supervision of a large staff. This entails addressing complex thinking challenges in four distinct areas of internal management services, (1) financial, (2) personnel administration, (3) office management and (4) informatics.

**Financial** the work requires the dove-tailing of financial administrative requirements for two departments, assessing, analyzing and making recommendations on budget projections, submissions, variance reports, etc. The work also requires doing and preparing historical and cost analysis, case management studies, and portions of Treasury Board submissions in support of the Senior General Counsel budgetary submissions. Judgment is required in developing proposals for stabilizing and rationalizing the multiplicity of LSU funding resources and reduces the number of extensive negotiations that take place annually. Judgment is also required in formalizing a corporate management risk management framework in the finance area and in the provision of advice to the Senior General Counsel on emerging risks and issues and proposing options for dealing with these concerns. There are occasions where there is a requirement to modify current methods to meet special program budget requirements, such as working with Systems Unit to overcome budget input and output information problems.

**Personnel** the work requires the dove-tailing of personnel management administrative requirements for two departments. This entails supervision of the administration of personnel services in such areas as staffing human resource planning, and employment equity requires intellectual effort in the planning, formulating an action plan, determining resource requirements etc. Judgement is required in reviewing the Unit employment equity and human resource management plans submitted, and recommending to the Senior General Counsel the feasibility of such plans etc. Judgment is required in developing and recommending to the Senior General Counsel and his/her management team technical training policy program initiatives. Judgment is also required in dealing with a variety of staff relation issues, and in fostering good union management relations. The work is constrained due to the nature of the work and the complexity of the provision of services of financial and personnel services in joint venture with HRSDC & the Department of Justice.

The work of managing and directing all other internal management services for the Unit e.g. material and records management, contract administration, accommodation, telecommunication, and security services requires intellectual effort in determining the most efficient and effective way of providing such services. This entails prioritizing the work, assessing and evaluating current methods, identifying problem areas and recommending options for improvement, such as developing and proposing new or improved administrative work methods and procedures to overcome identified problem areas, etc. Plans and analyzes the requirements for accommodation needs, conference facilities, material management needs, etc. There is also a requirement to do initial investigations and research for security breaches, and working in conjunction with the

Security Division of the Finance & Administration Unit for the speedy correction of such breaches, etc. The work is constrained due to the heavy volume of work, unsolicited interruptions and unscheduled meetings.

The work of managing the coordination and overseeing the implementation of the Department of Justice new information management system with HRSDC Legal Service Unit administrative activities, and DOJ's new regional budget processing system requires intellectual effort in integrating the system to meet joint corporate management requirements. This entails the analysis of operational problems related to integrated systems, the identification of informatics requirements and recommending automated systems development and enhancement in conjunction with Department of Justice and HRSDC systems management Unit. The position is required to conceptualize and lead the development of an enhanced in-house management information system to interface with HRSDC, CMS, and Department of Justice. Judgment is required in the development of system information schematics in conjunction with system specialists to outline deficiencies of systems with respect to business line needs to meet the integration of shared corporate information requirements. Judgment is required in formulating system management plans, and procedures etc. Assess, analyzes and makes recommendations to the Senior General Counsel concerning the regional allocation budget process system. The work is constrained due to the complex technical nature of systems requirements and in seeking cooperation of executive management with diverse system corporate management requirements.

The work of managing and leading the FAIRE.com corporate team for corporate support services in support of the other five Legal Service Unit teams, intellectual effort in integrating and reconciling needs and requirements of such diverse clients. This entails the planning, organizing of team activities, analyzing and developing changes to Legal Services delivery plans, methods, and procedures to meet the unique needs of the various clients. Judgment is required in evaluating current methods and procedures and recommending new and improved changes to meet current operational requirements. Judgment is required in the assessment, analysis and evaluation of the budget submissions, and human resource and other administrative requirements from the five other teams, and in making recommendations to the Senior General Counsel in responding to client requests. Judgment is required in developing and reporting against accountability and risk management frameworks and performance and client service standard measurements, etc. Judgment is required in making recommendations to the Senior General Counsel regarding organizational efficiencies and improvements in the provision of corporate support services. This work is constrained due to the multiplicity of tasks to be performed on a daily basis, and unseen interruptions, etc.

The work of managing, coordinating and overseeing the Legal Services, Justice, budget process management system, and leading resource negotiations (CDS) with various departmental clients, etc., requires intellectual effort in integrating those various activities. This entails the planning,

organizing and undertaking research to enhance the budget resource management system. Judgment is required in recommending to the Senior Counsel new ways and means to adapt current methodologies to meet changing operational requirements in system development. Plans and organizes studies and investigations in support of resource negotiation activities with various Departmental clients. This work is constrained due the complex nature of the work, and the need to make adaptations to meet urgent current operational requirements.

The work of managing and directing special projects on behalf of the Senior General Counsel such as productivity initiatives, feasibility studies, operational monitoring, and the managing of corporate liaison interface with HRSDC & DOJ senior official and setting work priorities, etc., requires intellectual effort in the planning, organizing and directing such projects. This entails formulating action plans, determining resource requirements, setting up project milestones, the identification and monitoring of the impact of various trends affecting the delivery of legal services (i.e. electronicization, cost recovery, professional services marketing, etc.). Judgment is required in the organization and conducting of preliminary review of files and materials in support of the corporate interface activities. The work is constrained due to time pressures, volume of work and other extenuating circumstances.

### **Sustained Attention**

Sustained visual attention is required for intermittent periods of time in assessing and analyzing budget submissions, projections, variance reports, other financial documentation, employment equity and human resource plans, security breaches, and technical training research issues, etc. Inattention in detecting errors could cause serious embarrassment to the Senior General Counsel. This activity represents approximately 45% of the total work time. This work is made more difficult by continuous interruptions from telephone calls, staff within the section and requests from the Senior General Counsel and his/her management team.

Sustained visual attention is required for long periods of time twice or thrice weekly studying reports and other material concerning corporate information system integration. Inattention could result in failure to capture essential and pertinent details. This activity represents approximately 25% of the total work time. This work is made more difficult by unsolicited interruptions by staff, telephone calls, and responding to unforeseen emergencies, etc.

Sustained auditory and visual attention is required for intermittent periods of time when participating in meetings or information sessions. Inattention could result in failure to capture the essence of the proceedings, concerns and questions raised, etc. This activity represents approximately 25% of the total work time. This work is made difficult by frequent interruptions from participants, and the variety of subject matter under discussion, etc.

### **Psychological/Emotional Effort**

Psychological/emotional effort is required in carrying out the responsibilities of the position, which requires balancing competing, conflicting and often-urgent requests.

Psychological/emotional effort is needed to remain professional and composed in dealing with on occasion upset staff, and with clients who have complaints, and in the daily interactions with a variety of persons in carrying out the responsibilities of the position. There is no control over the frequency and duration of such occurrences.

### **Physical Effort**

The work is performed while sitting at a desk in front of a computer screen, and requires effort to focus on the screen daily (three-five hours) inputting and extracting information. There is also a requirement to walk, stand, and sit daily for short period of time interacting with supervisory and other staff.

### ***Working Conditions***

#### **Work Environment**

##### **PSYCHOLOGICAL ENVIRONMENT:**

The work is performed in a closed office environment, with frequent interruptions from callers, visitors, and requests from the Senior General Counsel and his/her management team. There is a continuous requirement to satisfy multiple, concurrent and often urgent demands for service from a variety of senior officials both internal and external to the Unit. Because of the heavy workloads and unpredictable situations that arise, there are requirements to work overtime.

##### **PHYSICAL ENVIRONMENT:**

The work is performed in a closed office environment, where there is little exposure to disagreeable conditions.

#### **Risk to Health**

The daily requirement to supervise a large staff can cause emotional, mental and physical fatigue.

The daily requirement to sit at a computer focusing eyes on a screen for extended periods of time could cause muscle strain, eye strain and physical fatigue.

The frequent requirement to deal with tight and inflexible deadlines, managing a heavy and constant workload while balancing competing and conflicting demands for service could cause emotional and physical stress.

The requirement to deal with complaints from clients both inside and outside the Unit can cause stress and physical fatigue.

## Office Assistant

Department / Agency : Department of Human Resources Development  
Section: Legal Services  
Division:  
Branch:  
Geographic Location: Hull, Quebec  
Security Clearance: Secret  
Language Requirements: English or French essential  
Departmental Use:  
  
Immediate supervisor: Manager (1174)  
  
Version: Final

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### **Client-Service Results:**

Support services, information processing and coordination for the SDC/HRSDC, Legal Services.

### **Key Activities:**

Prepares and formats electronic and/or hard-copy documents using various software packages.

Carries out all aspects of file records management.

Provides administrative coordination services including the flow of electronic and hard-copy information, scheduling of appointments, arranging facilities and travel plans and coordinating a bring forward (BF) system, etc.

Provides general office support, participates in administrative projects and provides input into unit's procedures.

### **WORK CHARACTERISTICS**

#### **Responsibility**

##### **(1) Information for the use of others**

Prepares and formats forms, spreadsheets, tables, memos, letters, presentations, graphics, using various software packages, for the use of management and legal counsel.

Prepares, proofreads and disseminates correspondence, reports and legal documents. This includes ensuring that departmental guidelines are followed prior to signature and ensuring confidentiality in the case of sensitive subject matter. This information is used by the management and legal counsel in the performance of their daily work.

Creates or revises series titles, subject and case files and records, new volumes, both hard copy and electronic, provides file retention as well as file retrieval services; searches for and tracks lost or misplaced files; performs regular file maintenance, updates file records; identifies and archives files to external agencies for storage, in accordance with Treasury Board policies for proper governmental records management, and in conformity with DOJ and HRDC records and information management and scheduling policies, practices and procedures. This information is used by the unit (CSLLU) in the performance of their daily work.

Coordinates and schedules records and information for retention or destruction, in accordance with Treasury Board policies for proper governmental records management, and in conformity with DOJ and HRDC records and information management and scheduling policies, practices and procedures.

Classifies, organizes, establishes/creates, revises and recommends modifications to system structure with respect to legal and other information holdings and records, in accordance with corporate standards and client needs, using automated and other systems to achieve these ends. This allows the unit (CSLLU) to retrieve information efficiently and effectively.

Maintains an integrated BF system for legal counsel and managers. This involves inputing and updating daily agenda items such as dates, purposes and participants. Also schedules appointments and organizes/coordinates meetings and conference calls (including reserving facilities). This information is used by management and legal counsel to plan their work and meet deadlines.

Prepares travel arrangements, itineraries, booking and accommodations, arranges for documents (passports, visas, etc.) and follow-up travel claims for the management and legal counsel. Also completes and processes various financial and administrative forms such as expense claims, translation and printing requisitions for services in adherence to departmental guidelines also used by the management and legal counsel.

Receives, sorts, distributes and, if needed, secures all incoming mail for management and legal counsel, identifies and records any items that require action and ensures that correspondence is received and, if needed, provided follow-up to ensure items are actioned in an efficient and effective manner. This information is used so that the daily operations of the unit are maintained.

Provides advice, guidance and training to staff in the unit on the use of an automated records management system for locating material and on records management procedures and policies.

Provides general office support, participates in administrative projects and provides input into unit's procedures.

## **(2) Well-Being of Individuals**

N/A

## **(3) Leadership of Human Resources**

Provides advice, guidance and training to staff in the unit on the use of an automated records management system for locating material and on records management procedures and policies.

Explains administrative work practices and procedures to new staff and colleagues within DLSU on travel regulations and operations of computer softwares, fax and photocopier. This is a shared responsibility.

Participates on internal committees and working groups on records management.

## **(4) Money**

Budget:

N/A

Money Flow:

N/A

Spending:

Uses taxi chits, in accordance with Travel Directive, to do emergency deliveries.

## **(5) Physical Assets and Products**

Provides custody of information holdings/records management reference books, manuals, and other publications, which are used as guides to provide advice to clients and to keep abreast of practices, policies, procedures and developments in the information management field. These assets may be replaced within a few weeks, if still published, and if resources are available.

Custody and use of a personal computer, and its associated peripherals, filing cabinets, reference materials, books and standard telephones used in the performance of duties. Some of these items are costly, but can be replaced within a few days through a departmental supplier.

Responsible for making arrangements for facilities, equipment and materials for meetings for the management and legal counsel.

Updates legal manuals, books and legal software for legal counsel and colleagues. This is a shared responsibility. Although time consuming, the database, information files and B/F system can be easily replaced.

## SKILLS

### (7) Job Content Knowledge

Knowledge of record management functions and practices including classifying, indexing, cross-referencing, retaining and disposing of information holdings to perform daily routine tasks; techniques and practices involved in establishing filing systems, including handling of initial articles, alphabetical or chronological order, etc., to assist in filing and retrieval functions, and those used in safeguarding sensitive records to control and protect these records from general distribution as well as to be able to recommend changes to the framework of the system provide value-added services to the unit; the methods and techniques used in the packaging and listing of dormant records destined for storage to perform retention and disposal functions.

Organizational skills and techniques to prioritize the work to determine the most efficient methods to meet deadlines and services standards. Organizational techniques are required to be able to do manual and electronic searches as well as practice retrieval principles and techniques in an integrated information environment (eg. inter/intranet, library, shared systems, records management systems) to respond to complex request from clients, management and legal counsel.

Office administration techniques and procedures are required to ensure that the rules and regulations of grammar, spelling, editing and presentation to write/proofread correspondence, reports and regulations are prepared according to departmental policy and guidelines.

Knowledge of office administration techniques and practices to control document flow, requisition supplies, telephone and operate and maintain a fax and photocopier.

Knowledge of automated systems and software:

Knowledge of keyboarding and a variety of automated system and software such as but not limited to: Windows 95 & 97, MS Word, MS Excel, MS Powerpoint, Record Information Management System (RIMS), Internet, etc., for data entry, tracking and generating reports, presentations and other documentation; and electronic mail to process daily correspondence, incoming and outgoing messages, calendar to schedule meetings, etc.

### **(8) Contextual Knowledge**

#### **WORK UNIT:**

Knowledge and understanding of the role, responsibilities and expectations of colleagues and managers, administrative processes and procedures to participate in day to day operations in order to carry out all aspects of file records management and provide general office support to ensure the efficient functioning of the unit as a whole.

#### **OWN DEPARTMENT OR AGENCY:**

Knowledge of the Department of Human Resources Development (HRD) system, its mandate, objectives, roles and responsibilities, guidelines, programs and services, organization and structure, culture and policies and procedures and the relationship between HRD, the Department of Justice and the Attorney General of Canada to assist or represent the client in the conduct of litigation involving debts due to Her Majesty.

Policies and procedures for the handling, sorting, retrieving and shredding of confidential material.

Policies of the department's information security requirements and procedures to protect the information holdings.

#### **OTHER FEDERAL DEPARTMENT OR AGENCIES:**

Knowledge of the federal departments (ie. Department of Justice, Revenue Canada) their mandate, structure policies and procedures as they relate to, impact on and govern the conduct of litigation involving debts to Her Majesty.

Knowledge of the roles and responsibilities of National Archives, related to departmental records keeping, is required to locate and retrieve information.

Knowledge of the roles and responsibilities of Treasury Board, as they relate to the implementation of records management policies, is required to keep abreast of current developments.

## CANADIAN PRIVATE AND OTHER PUBLIC SECTORS:

Knowledge of the procedures of private sector law firms that act as agents of the Attorney General of Canada for processing Canada Student Loans matters.

Basic overview of legal terminology and legal system and legislative process in Canada (e.g. court levels, federal versus provincial responsibility) is required to perform duties.

## INTERNATIONAL PRIVATE AND PUBLIC SECTORS:

N/A

## LEGISLATION AND REGULATIONS:

N/A

### **(9) Communication**

Communication out:

Verbal skills are required to efficiently communicate with client and legal agents, obtain and provide information / clarification on files and communicate the information for the smooth functioning of the work unit, information imparted has to be properly and accurately received and understood.

Writing skills to prepare, draft and format forms, spreadsheets, tables, memos, letters, presentations, graphics, using various software packages, for the use of management and legal counsel.

Verbal skills are required to communicate information to management, legal counsel and colleagues as part of day-to-day operations. The challenge increases when the message has to be adapted to ensure that colleagues clearly understand what is being communicated to them.

Communication in:

Reading skills are required to analyze and review documents to determine the proper file coding which requires understanding and identifying the subject of various types of documents.

Listening skills are required to discuss and understand client and legal agents requirements. The challenge of this communication increases where the client has difficulty defining and expressing their precise requirements.

Listening skills are also required to comprehend management's and legal counsels' instructions which may be lengthy and complex, and to communicate with various staff within the work unit regarding day-to-day operations.

Reading skills are required to understand and interpret client and legal agents requests as well as colleagues requirements to ensure proper information is given to all.

#### **(10) Motor and Sensory Skills**

Manual dexterity is required to operate office equipment perform keyboard and mouse functions and to review files when performing search retrieval, prepare form letters, etc. when transferring information from hand written documents to electronic media. While the incumbent has some control over the timing of the work, a high degree of speed and precision is required to meet tight service standards and to ensure accurate reporting into various system while processing a high volume of transactions. This activity is done on a daily basis.

Manual dexterity is also required in handling files, books and boxes.

#### **(11) Intellectual Effort**

Searching for and collecting information in response to complex inquiries from managers requires intellectual effort to understand the request, and to determine and identify search strategies. Intellectual effort is also required to analyze the search results in order to ascertain relevancy to the managers' request. This may also be complicated by a lack of specific details, the time span, and the number of sources that may need to be searched. This work is carried out with distractions and pressure from clients who normally need the results quickly.

Prioritize, coordinate (juggle) legal counsels' schedules, perform concurrent multiple tasks to meet legal counsels' deadlines and work needs such as organizing legal counsel's participation in committee work, which requires making arrangements for a conference room, preparing and distributing notices of meetings, and searching for and collating background material for use at meetings and appointments which avoids scheduling conflicts and to create options and strategies to handle the workload. A high degree of intellectual effort is required to change priorities frequently due to the urgency of work within prescribed timeframes. The effort is increased with the constant changes in the priorities, changes to the agenda, availability of resources and imposed deadlines.

Intellectual effort is required to maintain an accurate filing system for the CSL files; provide file retention and retrieval services, search for and track lost or misplaced files, update file records as additional information is received.

Revising and adapting the file classification structure, to reflect organizational and mandate changes, while adhering to corporate policy and practices, requires intellectual effort. These revisions and adaptations may be constrained by the number of changes occurring, the support of colleagues, and concurrent demands and time pressures.

#### **(12) Sustained Attention**

Sustained attention is required when inputting, verifying, updating, searching for and extracting information from various management information systems, internet and legal documents; drafting and formatting forms, spreadsheets, tables, memos, letters, presentations and graphics, to ensure accuracy of information. There are continuous distractions from telephones, urgent requests and office conversation. This work comprises 75% of the work time.

Visual attention is required when analyzing, classifying and filing records, distractions may result in misfilling and delays in providing the client with the information requested. This work comprises 10 to 25% of the work time.

#### **(13) Psychological / Emotional Effort**

The work requires psychological / emotional effort to remain composed and maintain a professional approach when dealing with the client, legal agents, managers and colleagues. There is little or no control over the types of decisions made due to the well-defined policies, procedures and guidelines.

Effort is required to remain calm when faced with short deadlines and system down times. As well, when information is lost through the systems network, information must be re-entered, and the process rechecked, creating further delays on already heavy workloads.

Psychological / emotional effort is required to remain composed while coordinating information retrieval services to clients who request unretrievable information or information for which they have not been authorized access. There is no control over the number of clients or how they chose to express their dissatisfaction. In addition, sudden changes to work priorities by the manager, in situations where there is little control over the unit's assigned work, may cause frustration and the need to maintain composure.

#### **(14) Physical Effort**

Sits of lengthy periods of time (75 to 90% of the day) when reading numerous documents, when working at a personal computer which requires extended eye focus to prepare forms, spreadsheets, tables, memos, letters, presentations and graphics, in inputting information into computer databases, reading Electronic Mail messages and searching from various electronic databases. This is a daily requirement of the work and the time spent on a day may vary from one to seven hours.

The work involves the retrieval and return of files, books and manuals often requires the incumbent to bend, stretch, read and crouch in order to retrieve and return same. This is a periodic requirement of the work and the time spent in the course of a day may vary from 10 to 60 minutes. Also, retention and disposal functions requires participation in the packaging and lifting of boxes, in the preparation for storage.

## **Working Conditions**

### **(15) Work environment**

#### Psychological:

The lack of control over the workload, the requirement to meet legislated time limits and deadlines on a daily basis, in addition to constantly prioritizing workload and dealing with priorities, creates high level of stress. Exposure is continual throughout the day at a constant pace and poses the risk of work related to stress, anxiety, mental and physical fatigue.

Daily exposure to: distraction resulting from office conversation, equipment, noise, time pressures (deadlines), multiple client demands, resulting in recurring changes in priorities.

The requirements to deal with lack of privacy, simultaneous and conflicting work demands, multiple changing priorities and legislation deadlines requires emotional and psychological effort to remain in control of all situations. There is little or no control over the frequency or duration of these requirements.

#### Physical:

Work is conducted in an open office concept with exposure to office conversation, equipment, noise, time pressures (deadlines). There is also a daily exposure to back strain from having to carry files to the file room, glare from the computer and exposure to dust and poor lighting conditions when working with active and inactive files in various storage areas.

Continuous daily exposure to office and equipment noise, computers, printers, photocopiers, telephone ringing and interruptions from colleagues.

### **(16) Risk to Health**

Using a computer (75 to 90% of the day) for various job related requirements can lead to eye strain, fatigue and/or headaches from the glare of the computer screen and the extended eye focus required to perform these duties; back and neck pain from remaining in a seated position and repeated use of fingers and wrist muscles in keyboarding for lengthy periods of time can cause muscular pain.

Deadline with interruptions, multiple demands, unpredictable workloads, overlapping priorities, and leading with staff on a daily basis, while coordinating services delivery to a large client base, may cause stress.

Lifting and carrying heavy files can result in back pain.

#### **Employee's statement :**

I have been given the opportunity to comment on this work description.

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Employee's signature

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Date

#### **Supervisor's statement :**

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

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Date

#### **Autorization :**

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Manager's signature

---

Date

## **Administrative Assistant**

Department / Agency : Department of Human Resources and Social Development  
Section: Legal Services  
Division:  
Branch:  
Geographic Location: Hull, Quebec  
Security Clearance: Secret  
Language Requirements: Bilingual Imperative BBB/BBB  
Departmental Use:  
  
Immediate supervisor: Manager (1174)  
  
Version: Final

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### **Client-Service Results:**

Support services, information processing and coordination for the HRSDC, Legal Services.

### **Key Activities:**

Prepares and formats electronic and/or hard-copy documents using various software packages.

Carries out all aspects of file records management.

Provides administrative coordination services including the flow of electronic and hard-copy information, scheduling of appointments, arranging facilities and travel plans and coordinating a bring forward (BF) system, etc.

Provides general office support, participates in administrative projects and provides input into unit's procedures.

### **WORK CHARACTERISTICS**

#### **Responsibility**

##### **(1) Information for the use of others**

Prepares and formats forms, spreadsheets, tables, memos, letters, presentations, graphics, using various software packages, for the use of management and legal counsel.

Prepares, proofreads and disseminates correspondence, reports and legal documents. This includes ensuring that departmental guidelines are followed prior to signature and ensuring confidentiality in the case of sensitive subject matter. This information is used by the management and legal counsel in the performance of their daily work.

Creates or revises series titles, subject and case files and records, new volumes, both hard copy and electronic, provides file retention as well as file retrieval services; searches for and tracks lost or misplaced files; performs regular file maintenance, updates file records; identifies and archives files to external agencies for storage, in accordance with Treasury Board policies for proper governmental records management, and in conformity with DOJ and HRSDC records and information management and scheduling policies, practices and procedures. This information is used by the unit (CSLLU) in the performance of their daily work.

Coordinates and schedules records and information for retention or destruction, in accordance with Treasury Board policies for proper governmental records management, and in conformity with DOJ and HRSDC records and information management and scheduling policies, practices and procedures.

Classifies, organizes, establishes/creates, revises and recommends modifications to system structure with respect to legal and other information holdings and records, in accordance with corporate standards and client needs, using automated and other systems to achieve these ends. This allows the unit (CSLLU) to retrieve information efficiently and effectively.

Maintains an integrated BF system for legal counsel and managers. This involves inputting and updating daily agenda items such as dates, purposes and participants. Also schedules appointments and organizes/coordinates meetings and conference calls (including reserving facilities). This information is used by management and legal counsel to plan their work and meet deadlines.

Prepares travel arrangements, itineraries, booking and accommodations, arranges for documents (passports, visas, etc.) and follow-up travel claims for the management and legal counsel. Also completes and processes various financial and administrative forms such as expense claims, translation and printing requisitions for services in adherence to departmental guidelines also used by the management and legal counsel.

Receives, sorts, distributes and, if needed, secures all incoming mail for management and legal counsel, identifies and records any items that require action and ensures that correspondence is received and, if needed, provided follow-up to ensure items are actioned in an efficient and effective manner. This information is used so that the daily operations of the unit are maintained.

Provides advice, guidance and training to staff in the unit on the use of an automated records management system for locating material and on records management procedures and policies.

Provides general office support, participates in administrative projects and provides input into unit's procedures.

## **(2) Well-Being of Individuals**

N/A

## **(3) Leadership of Human Resources**

Provides advice, guidance and training to staff in the unit on the use of an automated records management system for locating material and on records management procedures and policies.

Explains administrative work practices and procedures to new staff and colleagues within DLSU on travel regulations and operations of computer softwares, fax and photocopier. This is a shared responsibility.

Participates on internal committees and working groups on records management.

## **(4) Money**

Budget:

N/A

Money Flow:

N/A

Spending:

Uses taxi chits, in accordance with Travel Directive, to do emergency deliveries.

## **(5) Physical Assets and Products**

Provides custody of information holdings/records management reference books, manuals, and other publications, which are used as guides to provide advice to clients and to keep abreast of practices, policies, procedures and developments in the information management field. These assets may be replaced within a few weeks, if still published, and if resources are available.

Custody and use of a personal computer, and its associated peripherals, filing cabinets, reference materials, books and standard telephones used in the performance of duties. Some of these items are costly, but can be replaced within a few days through a departmental supplier.

Responsible for making arrangements for facilities, equipment and materials for meetings for the management and legal counsel.

Updates legal manuals, books and legal software for legal counsel and colleagues. This is a shared responsibility. Although time consuming, the database, information files and B/F system can be easily replaced.

## SKILLS

### (7) Job Content Knowledge

Knowledge of record management functions and practices including classifying, indexing, cross-referencing, retaining and disposing of information holdings to perform daily routine tasks; techniques and practices involved in establishing filing systems, including handling of initial articles, alphabetical or chronological order, etc., to assist in filing and retrieval functions, and those used in safeguarding sensitive records to control and protect these records from general distribution as well as to be able to recommend changes to the framework of the system provide value-added services to the unit; the methods and techniques used in the packaging and listing of dormant records destined for storage to perform retention and disposal functions.

Organizational skills and techniques to prioritize the work to determine the most efficient methods to meet deadlines and services standards. Organizational techniques are required to be able to do manual and electronic searches as well as practice retrieval principles and techniques in an integrated information environment (eg. inter/intranet, library, shared systems, records management systems) to respond to complex request from clients, management and legal counsel.

Office administration techniques and procedures are required to ensure that the rules and regulations of grammar, spelling, editing and presentation to write/proofread correspondence, reports and regulations are prepared according to departmental policy and guidelines.

Knowledge of office administration techniques and practices to control document flow, requisition supplies, telephone and operate and maintain a fax and photocopier.

**Knowledge of automated systems and software:**

Knowledge of keyboarding and a variety of automated system and software such as but not limited to: Windows 95 & 97, MS Word, MS Excel, MS Powerpoint, Record Information Management System (RIMS), Internet, etc., for data entry, tracking and generating reports, presentations and other documentation; and electronic mail to process daily correspondence, incoming and outgoing messages, calendar to schedule meetings, etc.

**(8) Contextual Knowledge**

**WORK UNIT:**

Knowledge and understanding of the role, responsibilities and expectations of colleagues and managers, administrative processes and procedures to participate in day to day operations in order to carry out all aspects of file records management and provide general office support to ensure the efficient functioning of the unit as a whole.

**OWN DEPARTMENT OR AGENCY:**

Knowledge of the Department of Human Resources and Social Development (HRSD) system, its mandate, objectives, roles and responsibilities, guidelines, programs and services, organization and structure, culture and policies and procedures and the relationship between HRSD, the Department of Justice and the Attorney General of Canada to assist or represent the client in the conduct of litigation involving debts due to Her Majesty.

Policies and procedures for the handling, sorting, retrieving and shredding of confidential material.

Policies of the department's information security requirements and procedures to protect the information holdings.

**OTHER FEDERAL DEPARTMENT OR AGENCIES:**

Knowledge of the federal departments (ie. Department of Justice, Revenue Canada) their mandate, structure policies and procedures as they relate to, impact on and govern the conduct of litigation involving debts to Her Majesty.

Knowledge of the roles and responsibilities of National Archives, related to departmental records keeping, is required to locate and retrieve information.

Knowledge of the roles and responsibilities of Treasury Board, as they relate to the implementation of records management policies, is required to keep abreast of current developments.

## CANADIAN PRIVATE AND OTHER PUBLIC SECTORS:

Knowledge of the procedures of private sector law firms that act as agents of the Attorney General of Canada for processing Canada Student Loans matters.

Basic overview of legal terminology and legal system and legislative process in Canada (e.g. court levels, federal versus provincial responsibility) is required to perform duties.

## INTERNATIONAL PRIVATE AND PUBLIC SECTORS:

N/A

## LEGISLATION AND REGULATIONS:

N/A

### **(9) Communication**

Communication out:

Verbal skills are required to efficiently communicate with client and legal agents, obtain and provide information / clarification on files and communicate the information for the smooth functioning of the work unit, information imparted has to be properly and accurately received and understood.

Writing skills to prepare, draft and format forms, spreadsheets, tables, memos, letters, presentations, graphics, using various software packages, for the use of management and legal counsel.

Verbal skills are required to communicate information to management, legal counsel and colleagues as part of day-to-day operations. The challenge increases when the message has to be adapted to ensure that colleagues clearly understand what is being communicated to them.

Communication in:

Reading skills are required to analyze and review documents to determine the proper file coding which requires understanding and identifying the subject of various types of documents.

Listening skills are required to discuss and understand client and legal agents requirements. The challenge of this communication increases where the client has difficulty defining and expressing their precise requirements.

Listening skills are also required to comprehend management's and legal counsels' instructions which may be lengthy and complex, and to communicate with various staff within the work unit regarding day-to-day operations.

Reading skills are required to understand and interpret client and legal agents requests as well as colleagues requirements to ensure proper information is given to all.

#### **(10) Motor and Sensory Skills**

Manual dexterity is required to operate office equipment perform keyboard and mouse functions and to review files when performing search retrieval, prepare form letters, etc. when transferring information from hand written documents to electronic media. While the incumbent has some control over the timing of the work, a high degree of speed and precision is required to meet tight service standards and to ensure accurate reporting into various system while processing a high volume of transactions. This activity is done on a daily basis.

Manual dexterity is also required in handling files, books and boxes.

#### **(11) Intellectual Effort**

Searching for and collecting information in response to complex inquiries from managers requires intellectual effort to understand the request, and to determine and identify search strategies. Intellectual effort is also required to analyze the search results in order to ascertain relevancy to the managers' request. This may also be complicated by a lack of specific details, the time span, and the number of sources that may need to be searched. This work is carried out with distractions and pressure from clients who normally need the results quickly.

Prioritize, coordinate (juggle) legal counsels' schedules, perform concurrent multiple tasks to meet legal counsels' deadlines and work needs such as organizing legal counsel's participation in committee work, which requires making arrangements for a conference room, preparing and distributing notices of meetings, and searching for and collating background material for use at meetings and appointments which avoids scheduling conflicts and to create options and strategies to handle the workload. A high degree of intellectual effort is required to change priorities frequently due to the urgency of work within prescribed timeframes. The effort is increased with the constant changes in the priorities, changes to the agenda, availability of resources and imposed deadlines.

Intellectual effort is required to maintain an accurate filing system for the CSL files; provide file retention and retrieval services, search for and track lost or misplaced files, update file records as additional information is received.

Revising and adapting the file classification structure, to reflect organizational and mandate changes, while adhering to corporate policy and practices, requires intellectual effort. These revisions and adaptations may be constrained by the number of changes occurring, the support of colleagues, and concurrent demands and time pressures.

#### **(12) Sustained Attention**

Sustained attention is required when inputting, verifying, updating, searching for and extracting information from various management information systems, internet and legal documents; drafting and formatting forms, spreadsheets, tables, memos, letters, presentations and graphics, to ensure accuracy of information. There are continuous distractions from telephones, urgent requests and office conversation. This work comprises 75% of the work time.

Visual attention is required when analyzing, classifying and filing records, distractions may result in misfilling and delays in providing the client with the information requested. This work comprises 10 to 25% of the work time..

#### **(13) Psychological / Emotional Effort**

The work requires psychological / emotional effort to remain composed and maintain a professional approach when dealing with the client, legal agents, managers and colleagues. There is little or no control over the types of decisions made due to the well-defined policies, procedures and guidelines.

Effort is required to remain calm when faced with short deadlines and system down times. As well, when information is lost through the systems network, information must be re-entered, and the process rechecked, creating further delays on already heavy workloads.

Psychological / emotional effort is required to remain composed while coordinating information retrieval services to clients who request unretrievable information or information for which they have not been authorized access. There is no control over the number of clients or how they chose to express their dissatisfaction. In addition, sudden changes to work priorities by the manager, in situations where there is little control over the unit's assigned work, may cause frustration and the need to maintain composure.

#### **(14) Physical Effort**

Sits of lengthy periods of time (75 to 90% of the day) when reading numerous documents, when working at a personal computer which requires extended eye focus to prepare forms, spreadsheets, tables, memos, letters, presentations and graphics, in inputting information into computer databases, reading Electronic Mail messages and searching from various electronic databases. This is a daily requirement of the work and the time spent on a day may vary from one to seven hours.

The work involves the retrieval and return of files, books and manuals often requires the incumbent to bend, stretch, read and crouch in order to retrieve and return same. This is a periodic requirement of the work and the time spent in the course of a day may vary from 10 to 60 minutes. Also, retention and disposal functions requires participation in the packaging and lifting of boxes, in the preparation for storage.

### **Working Conditions**

#### **(15) Work environment**

##### Psychological:

The lack of control over the workload, the requirement to meet legislated time limits and deadlines on a daily basis, in addition to constantly prioritizing workload and dealing with priorities, creates high level of stress. Exposure is continual throughout the day at a constant pace and poses the risk of work related to stress, anxiety, mental and physical fatigue.

Daily exposure to: distraction resulting from office conversation, equipment, noise, time pressures (deadlines), multiple client demands, resulting in recurring changes in priorities.

The requirements to deal with lack of privacy, simultaneous and conflicting work demands, multiple changing priorities and legislation deadlines requires emotional and psychological effort to remain in control of all situations. There is little or no control over the frequency or duration of these requirements.

##### Physical:

Work is conducted in an open office concept with exposure to office conversation, equipment, noise, time pressures (deadlines). There is also a daily exposure to back strain from having to carry files to the file room, glare from the computer and exposure to dust and poor lighting conditions when working with active and inactive files in various storage areas.

Continuous daily exposure to office and equipment noise, computers, printers, photocopiers, telephone ringing and interruptions from colleagues.

## **(16) Risk to Health**

Using a computer (75 to 90% of the day) for various job related requirements can lead to eye strain, fatigue and/or headaches from the glare of the computer screen and the extended eye focus required to perform these duties; back and neck pain from remaining in a seated position and repeated use of fingers and wrist muscles in keyboarding for lengthy periods of time can cause muscular pain.

Deadline with interruptions, multiple demands, unpredictable workloads, overlapping priorities, and leading with staff on a daily basis, while coordinating services delivery to a large client base, may cause stress.

Lifting and carrying heavy files can result in back pain.



## WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste <b>New Position</b>	Position Title – Titre du poste <b>Chief, Records and Information Management</b>
Position Classification – Classification du poste <b>AS-03</b>	National Occupation Code – Code national des professions –
Department/Agency – Ministère/organisme <b>HRSDC-LEGAL SERVICES</b>	Effective Date – Date d'entrée en vigueur <b>April 1, 2008</b>

Organizational Component – Composante organisationnelle

Geographic Location – Lieu géographique <b>Gatineau, Quebec</b>	Job/Generic Number – Numéro d'emploi / de générique
Supervisor Position Number – Numéro du poste du surveillant <b>85595</b>	Supervisor Position Title – Titre du poste du surveillant <b>Manager</b>

Supervisor Position Classification – Classification du poste du surveillant

**AS-05**

Language Requirements – Exigences linguistiques <b>Bilingual Imperative</b>	Linguistic Profile – Profil linguistique <b>BBB/BBB</b>
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Communication Requirements – Exigences en matière de communication

Office Code – Code de bureau <b>9101</b>	Security Requirements – Exigences en matière de sécurité <b>Secret</b>
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### **Client Service Results - Résultats axés sur le service à la clientèle**

Provision of information management services and advice and supervision of the Legal Services Records Management Unit for the Division.

### **Key Activities - Activités principales**

- Plans, organizes and supervises the activities and work flow of records management specialists for the provision of records management services.



- Provides advice, counsel and assistance to clients, provides information sessions on information management and implements and ensures records and information management policies, procedures and guidelines are applied.
- Develops and maintains file classification systems and modifies subjects, references, cross-references and indices to respond to new departmental and central agency guidelines, programs and priorities.
- Plans, coordinates, monitors, and records the application of approved retention and disposal authorities.
- Develops and recommends improvements to facilities, systems, procedures, security, retention and disposal schedules for the work unit.
- Participates in the establishment of service agreements, defines operational needs and forecast and develops, reviews and amends records management practices and Records Management business processes and operating procedures for implementation into the Division.

### **Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé	_____	Signature	Date
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### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant	_____	Signature of Supervisor – Signature du surveillant	Date
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### **Authorization – Autorisation**

Name of Manager – Nom du gestionnaire	_____	Manager's Signature – Signature du gestionnaire	Date
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## **Skill - Habilités**

Knowledge of legislative requirements and departmental/Treasury Board/National Archives policies, standards and procedures relating to records management. This information is used to facilitate compliance with applicable policies and procedures, to ensure the efficiency, consistency and effectiveness of records management service provision and to protect the confidentiality and integrity of Legal Services records and information holdings.

Knowledge of the Unit's operating procedures, standards and practices; and interprets, advises, clarifies or explains departmental/central agency records management policies, procedures and standards, to help Unit employees meet their daily work requirements

Knowledge of records management systems, practices and procedures for the Unit. Analyzes the effectiveness and appropriateness of existing methods and processes, and formulates options and alternatives for consideration by Management. This information is used to improve the efficiency of records management and the level of service provided to users of Legal Services records.

Knowledge of the schedules relating to the disposal and/or archiving of records, for approval by the Manager. This information is used by staff in determining the appropriate course of acting with respect to record retention/disposal/archiving.

Knowledge of a comprehensive work plans, periodic and logistical reports for the Manager's use in resources planning for the organization, identifying both staff and equipment/asset requirements. This information is used by the Manager in planning and forecasting resource needs.

Monitors, reviews and evaluates employees' performance in order to provide feedback and direction to employees, to identify skills gaps and to recommend training and development needs. Prepares regular or ad hoc reports on the Unit's activities for the Manager's assessment of service standards and other performance measures. This information assists the Manager in planning and forecasting resource needs.

Knowledge and continuing study of technical journals and periodicals concerned with the field of records management in order to keep up to date on new developments in equipment and techniques.



## **Effort - Efforts**

### **Intellectual Effort - Effort intellectuel**

Intellectual effort is required to interpret records management policies and records keeping practices, and review client requirements, to provide advice on records management systems, procedures and policies, and the integration of these systems into their work processes. This may be constrained by the client's acceptance and understanding of records management systems.

Intellectual effort is required to search and collect information in response to complex client enquiries, to understand the request, and to determine and identify search strategies. Intellectual effort is also required to analyze the search results in order to ascertain relevancy to the clients' request. This may be complicated by a lack of specific details, the time span, and the number of sources which may need to be searched. This work is carried out with distractions and pressure from clients who normally wait for files.

Intellectual effort is required to develop and recommend new or modified records management systems, practices and procedures for the Unit based on the Unit's mandate and objectives, and incorporate them into daily operations. This involves analyzing the effectiveness and appropriateness of existing methods and processes, assessing the changing needs and priorities of clients within the Legal Services, and formulating options alternatives for consideration by Management. Creativity is required to develop procedures which will streamline operations while respecting legislative requirements and the intent of departmental/Treasury Board/National Archives policies, standards and procedures. Constraints include: strict budgetary and resources limitation; resistance to change, the need to solicit, evaluate and synthesize input from staff and clients; and the need to reconcile the conflicting needs and priorities of the various stakeholders.

Intellectual effort is required to provide consultative and advisory services to records management offices throughout the legal services. Effort is required to conduct evaluations and analyses of work activities and records management systems, to identify opportunities for performance and productivity improvements. Constraints include: limited time for analyses; and the requirement to persuade clients of the need for change.

Intellectual effort is required to determine present and future resource and asset needs and to provide input into the planning process. This involves anticipating service demands, estimating future staff, space and shelving requirements, and identifying options to ensure that these demands can be met. This effort can be constrained by:



the need to accommodate emerging and unanticipated records management requirements; lack of available space for expansion.

Intellectual effort is required to develop and manage the Legal Services Records Management work plans, and service delivery and performance levels. This involves developing operational procedures and controls based on an understanding of required work practices (including methods of operation of relevant equipment or software), staff capabilities, and evolving client needs and service delivery practices. Effective work planning necessitates ongoing monitoring and verification of work processed. Constraints include: conflicting priorities; and in-person and telephone interruptions.

Intellectual effort is required to provide training, coaching and information sessions to the legal services employees on records management systems and practices. This involves selecting relevant items of information for training purposes, determining the most appropriate method of presentation to ensure clarity and successful comprehension of the subject matter, and making adjustments to training material and presentation style during the course of the training. Constraints include: the need to accommodate learners with varying levels of subject matter knowledge; and competing time pressures.

### **Physical Effort - Effort physique**

When developing operating procedures for the Unit, preparing work plans and writing reports, the work requires several hours a day of sitting to consult by telephone and to remain seated for prolonged periods to operate the computer.

Attending regular weekly meetings also requires sitting for several hours at a time.

Supervising the retention and disposal functions requires participation in the packing and lifting of boxes, and the loading and moving of skids of boxes, in their preparation for storage either in the Department or to National Archives which take approximately 10 to 20 % of the time.

### **Responsibility - Responsabilités**

#### **Human Resources - Ressources humaines**

The work involves supervising staff (approximately 9 indeterminate employees).



Plans, organizes, assigns and coordinates the activities of the Unit to meet established objectives, and reallocates to meet varying workloads or special requirements and establishes and implements the operating procedures, priorities, work standards and practices of the Unit, verifies work performed.

Establish work goals for employees within the Legal Services Records Management Unit.

Identifies human resources needs, identifies skill gaps and provides functional training and direction, and coordinates, schedules, assigns and monitors work. Formally assesses employees' performance, resolves performance problems, take or recommends disciplinary acting, motivates staff and make recommendations with respect to training for skills enhancement, promotion, and/or methods of disciplinary or remedial action, approves leave/overtime applications, recommends acting assignments.

Explains approved work plan to Unit employees and assigns projects and work priorities to help them understand and meet the Unit's objectives. Coordinates the identification, collection and transfer of essential records, by the Unit employees, for business resumption planning. Proves on-the-job training and coaching to Unit employees and/or recommends formal training.

The work requires monitoring Unit and client records management practices to ensure compliance with the Treasury Board Management of Government Information Holdings Policy and departmental guidelines and, either taking corrective acting or making recommendations for such action.

Negotiates resolution of conflicts between employees and clients, in situations where improper application of records management procedures results in the need for disciplinary acting; take and/or recommends disciplinary or remedial action in a fair and equitable manner.

Participates as a member on selection boards for staffing positions by preparing questions and rating guides, screening applications and interviewing and rating candidates. This responsibility is shared with other board members.

Chairs regular unit meetings and represents the unit as a member of departmental Records Management team meeting.

#### **Financial Resources – Ressources financières**



N/A

#### **Technical Resources - Ressources techniques**

N/A

### **Working Conditions - Conditions de travail**

#### **Physical – Physique**

The work is performed in an open office environment in a records storage area where there is constant exposure to dust, and to noise from standard office equipment.

There is also daily exposure to glare from computer screens and to poor lighting conditions when working with active and inactive files in various storage areas.

#### **Psychological - Psychologique**

The work is subject to multiple demands and interruptions from clients and employees. This, combined with little privacy in the work environment, and complaints from dissatisfied clients and employees, results in psychological stress.

Multiple and changing priorities are a constant. There are work deadlines which may be imposed by internal standards or requirements. Competing demands from clients, staff, and management create time pressures and reduce personal control over the work. At any time, there may be a need to respond to a crisis, to deal with an emotional or unreasonable client service request, or to handle a staff relations or service complaint.

### **Additional Information - L'information additionnelle**



Government of Canada Gouvernement du Canada

## WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste New Position	Position Title – Titre du poste Assistant-Manager, Information Management
Position Classification – Classification du poste AS-03	National Occupation Code – Code national des professions
Department/Agency – Ministère/organisme HRSDC-LEGAL SERVICES	Effective Date – Date d'entrée en vigueur April 1st, 2008
Organizational Component – Composante organisationnelle	
Geographic Location – Lieu géographique Gatineau, Quebec	Job/Generic Number – Numéro d'emploi / de générique
Supervisor Position Number – Numéro du poste du surveillant 85595	Supervisor Position Title – Titre du poste du surveillant Manager
Supervisor Position Classification – Classification du poste du surveillant  AS-05	
Language Requirements – Exigences linguistiques Bilingual Imperative	Linguistic Profile – Profil linguistique BBB/BBB
Communication Requirements – Exigences en matière de communication	
Office Code – Code de bureau 9101	Security Requirements – Exigences en matière de sécurité Secret

### Client Service Results - Résultats axés sur le service à la clientèle

Records management supervision and service coordination for departmental staff.

### Key Activities - Activités principales

- Plans, organizes and supervises the activities and work flow of records management specialists for the provision of records management services.
- Responds to enquiries and provides information sessions on information management procedures, policies and services.



- Develops and maintains file classification systems and modifies subjects, references, cross-references and indices to respond to new departmental and central agency guidelines, programs and priorities.
- Plans, coordinates, monitors, and records the application of approved retention and disposal authorities.
- Develops and recommends improvements to facilities, systems, procedures, security, retention and disposal schedules for the work unit.
- Participates in the establishment of service agreements, defines operational needs and forecast.
- Writes Records Management business processes and operating procedures for departmental implementation.
- Develops, reviews and amends records management practices (e.g. file classification, indexing and access procedures).
- Provides advice, counsel and assistance to clients, including legal, administrative and managerial staff on the implementation and application of records management policies, procedures and guidelines.

### **Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Signature

Date

### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

### **Authorization – Autorisation**

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date



## **Skill - Habiléts**

Knowledge of legislative requirements and departmental/Treasury Board/National Archives policies, standards and procedures relating to records management. This information is used to facilitate compliance with applicable policies and procedures, to ensure the efficiency, consistency and effectiveness of records management service provision and to protect the confidentiality and integrity of Labour Programs records and information holdings.

Knowledge of the Unit's operating procedures, standards and practices; and interprets, advises, clarifies or explains departmental/central agency records management policies, procedures and standards, to help Unit employees meet their daily work requirements.

Knowledge of records management systems, practices and procedures for the Unit. Analyzes the effectiveness and appropriateness of existing methods and processes, and formulates options and alternatives for consideration by Management. This information is used to improve the efficiency of records management and the level of service provided to users of Labour Program records.

Knowledge of the schedules relating to the disposal and/or archiving of records, for approval by the Manager. This information is used by staff in determining the appropriate course of action with respect to record retention/disposal/archiving.

Knowledge of a comprehensive work plans, periodic and logistical reports for the Manager's use in resources planning for the organization, identifying both staff and equipment/asset requirements. This information is used by the Manager in planning and forecasting resource needs.

Monitors, reviews and evaluates employees' performance in order to provide feedback and direction to employees to identify skills gaps and to recommend training and development needs. Prepares regular or ad hoc reports on the Unit's activities for the Manager's assessment of service standards and other performance measures. This information assists the Manager in planning and forecasting resource needs.

## **Effort - Efforts**

### **Intellectual Effort - Effort intellectuel**

Intellectual effort is required to interpret records management policies and records keeping practices, and review client requirements, to provide advice on records management systems, procedures and policies, and the integration of these systems into their work processes. This may be constrained by the client's acceptance and understanding of records management systems.



Intellectual effort is required to search and collect information in response to complex client enquiries, to understand the request, and to determine and identify search strategies. Intellectual effort is also required to analyze the search results in order to ascertain relevancy to the clients' request. This may be complicated by a lack of specific details, the time span, and the number of sources which may need to be searched. This work is carried out with distractions and pressure from clients who normally wait for files.

Intellectual effort is required to develop and recommend new or modified records management systems, practices and procedures for the Unit based on the Unit's mandate and objectives, and incorporate them into daily operations. This involves analyzing the effectiveness and appropriateness of existing methods and processes, assessing the changing needs and priorities of clients within the Legal Services, and formulating options alternatives for consideration by Management. Creativity is required to develop procedures which will streamline operations while respecting legislative requirements and the intent of departmental/Treasury Board/National Archives policies, standards and procedures. Constraints include: strict budgetary and resources limitation; resistance to change, the need to solicit, evaluate and synthesize input from staff and clients; and the need to reconcile the conflicting needs and priorities of the various stakeholders.

Intellectual effort is required to provide consultative and advisory services to records management offices throughout the department. Effort is required to conduct evaluations and analyses of work activities and records management systems, to identify opportunities for performance and productivity improvements. Constraints include: limited time for analyses; and the requirement to persuade clients of the need for change.

Intellectual effort is required to determine present and future resource and asset needs and to provide input into the planning process. This involves anticipating service demands, estimating future staff, space and shelving requirements, and identifying options to ensure that these demands can be met. This effort can be constrained by: the need to accommodate emerging and unanticipated records management requirements; lack of available space for expansion.

Intellectual effort is required to develop and manage the Legal Services Records Management work plans, and service delivery and performance levels. This involves developing operational procedures and controls based on an understanding of required work practices (including methods of operation of relevant equipment or software), staff capabilities, and evolving client needs and service delivery practices. Effective work planning necessitates ongoing monitoring and verification of work processed. Constraints include: conflicting priorities; and in-person and telephone interruptions.

Intellectual effort is required to provide training and coaching to departmental employees on records management systems and practices. This involves selecting relevant items of information for training purposes, determining the most appropriate method of presentation to ensure clarity and successful comprehension of the subject matter, and making adjustments to training material and presentation style during the course of the training. Constraints include: the need to accommodate learners with varying levels of subject matter knowledge; and competing time pressures.



## Physical Effort - Effort physique

When developing operating procedures for the Unit, preparing work plans and writing reports, the work requires several hours a day of sitting to consult by telephone and to remain seated for prolonged periods to operate the computer.

Attending regular weekly meetings also requires sitting for several hours at a time.

Supervising the retention and disposal functions requires participation in the packing and lifting of boxes, and the loading and moving of skids of boxes, in their preparation for storage either in the Department or to National Archives which take approximately 10 to 20 % of the time.

## Responsibility - Responsabilités

### Human Resources - Ressources humaines

The work involves supervising staff (approximately 13 employees).

Plans, organizes, assigns and coordinates the activities of the Unit to meet established objectives, and reallocates to meet varying workloads or special requirements and establishes and implements the operating procedures, priorities, work standards and practices of the Unit, verifies work performed.

Establish work goals for employees within the Legal Services Records Management Unit.

Identifies human resources needs, identifies skill gaps and provides functional training and direction, and coordinates, schedules, assigns and monitors work. Formally assesses employees' performance, resolves performance problems, take or recommends disciplinary acting, motivates staff and make recommendations with respect to training for skills enhancement, promotion, and/or methods of disciplinary or remedial action, approves leave/overtime applications, recommends acting assignments.

Explains approved work plan to Unit employees and assigns projects and work priorities to help them understand and meet the Unit's objectives. Coordinates the identification, collection and transfer of essential records, by the Unit employees, for business resumption planning. Proves on-the-job training and coaching to Unit employees and/or recommends formal training.

The work requires monitoring Unit and client records management practices to ensure compliance with the Treasury Board Management of Government Information Holdings Policy and departmental guidelines and, either taking corrective acting or making recommendations for such action.

Negotiates resolution of conflicts between employees and clients, in situations where improper application of records management procedures results in the need for disciplinary acting; take and/or



recommends disciplinary or remedial action in a fair and equitable manner.

Participates as a member on selection boards for staffing positions by preparing questions and rating guides, screening applications and interviewing and rating candidates. This responsibility is shared with other board members.

Chairs regular unit meetings and represents the unit as a member of departmental Records Management team meeting.

#### **Financial Resources – Ressources financières**

N/A

#### **Technical Resources - Ressources techniques**

N/A

### **Working Conditions - Conditions de travail**

#### **Physical – Physique**

The work is performed in an open office environment in a records storage area where there is constant exposure to dust, and to noise from standard office equipment.

There is also daily exposure to glare from computer screens and to poor lighting conditions when working with active and inactive files in various storage areas.

#### **Psychological - Psychologique**

The work is subject to multiple demands and interruptions from clients and employees. This, combined with little privacy in the work environment, and complaints from dissatisfied clients and employees, results in psychological stress.

Multiple and changing priorities are a constant. There are work deadlines which may be imposed by internal standards or requirements. Competing demands from clients, staff, and management create time pressures and reduce personal control over the work. At any time, there may be a need to respond to a crisis, to deal with an emotional or unreasonable client service request, or to handle a staff relations or service complaint.

### **Additional Information - L'information additionnelle**



Government Gouvernement  
of Canada du Canada

DRAFT

## WORK DESCRIPTION

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### Position No.:

**Title: Senior Advisor - Dispute Resolution Services**

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**Department/Agency:** Employment and Social Development Canada (ESDC)

**Section:** Dispute Resolution Services

**Division:**

**Branch:** Legal Services

**Geographic location:** Gatineau, PQ

**Security clearance:** Secret

**Language requirements:** Bilingual Imperative CBC/CBC

**Departmental use:**

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**Immediate supervisor:** Director, Dispute Resolution Services

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**Version:** Date last updated: 2008-12-16

**Classification:**

**Effective Date of Decision:**

**Model Identifier:**

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**Dispute Resolution (DR) advice, assistance and facilitation services for Legal Services Counsel and Departmental line managers involved in disputes; DR policy research, analysis, recommendations and program administration for the Head of Legal Services and the Director, DR Services.**

## **Key Activities**

- **Provides expert advice and support to legal counsel and Departmental management on dispute resolution (DR) frameworks, policies and processes.**
- **Provides hands-on facilitation, negotiation, coaching and fact-finding services for legal counsel, Departmental managers and staff who are party to disputes with other parties and clients.**
- **Participates, in conjunction with HRSDC Legal Services counsel and the Director DR Services in the development and implementation of a DR training program for Departmental line managers and staff both within the region and nation wide and carries out training program reviews and delivery.**
- **Participates in the development and articulation of the dispute resolution program strategic communications plan for internal and external clients.**
- **Researches and analyzes complex dispute cases, classes of cases and emerging issues/trends in collaboration with legal counsel, prepares reports and delivers briefings for senior Departmental management recommending appropriate strategies and positions.**
- **Represents the Department on internal committees and working groups involved in DR initiatives and serves as point of contact for industry representatives.**
- **Conducts legal and socio-economic research and analysis relating to the management of disputes in conjunction with legal counsel and paralegals, and develops strategic DR policy and program advice and recommendations for the Director, the Head of Legal Services and senior Departmental management.**



**Employee's statement:**

**I have been given the opportunity to comment on this work description.**

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**Employee's signature**

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**Date**

**Supervisor's statement:**

**This work description accurately describes the activities and demands of the position.**

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**Supervisor's signature**

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**Date**

**Authorization:**

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**Manager's signature**

---

**Date**

## **Work Characteristics**

### ***Responsibility***

#### **(1) Information for the Use of Others**

The Senior Advisor participates in the development of the Departmental dispute resolution (DR) framework and associated DR policies and processes. This involves extensive research into Departmental service delivery practices and processes, identification and assessment of trends and issues in disputes, analysis of applicable legislation and regulations, consulting widely with HRSDC Legal Services, Departmental Programs and Operations managers, and client representatives and conducting focus groups to identify and assess approaches acceptable to internal and external clients, adapting appropriate dispute resolution methodologies to suit the Department's unique operational environment, and preparing key component pieces of the over-all framework. The Department DR policy is intended to be followed by HRSDC legal counsel and line managers in viewing and handling disputes involving Departmental decisions so as to bring about an appropriate dispute settlement agreement between the Department and their clients and decrease the number of dispute cases resulting in costly litigation.

Provides expert advice and support to legal counsel and area line managers on DR program frameworks, policies and processes based on a comprehensive knowledge of Departmental legislation, regulations, programs and policies and analysis of particular aspects of dispute situations. This involves identifying the most appropriate options as regards dispute resolution

**approaches and steps and advising counsel and managers of appropriate methodological approach. Information is used by counsel and managers to facilitate the taking of measures to address disputes before recourse to more formal and legal measures and to ensure their compliance with required procedural steps.**

**In conjunction with designated legal counsel, investigates facts associated with dispute cases, analyzes the positions of Departmental line managers and client representatives, evaluates the relative merits of the positions of the parties to disputes and provides hands-on mediation and negotiation advice, guidance and coaching to parties during group meetings. Advice and guidance is based on a comprehensive analysis of legal, administrative, socio-economic and program aspects of cases and classes of cases. Advice and guidance is intended to facilitate the resolution of complex disputes resulting from Departmental decisions and decrease the number of dispute cases brought before the courts.**

**Participates in the development of DR training strategies and materials which involves identifying patterns in Departmental thinking and behaviour with regards to disputes, consulting with Operational and Program managers and officers to solicit input and feedback and developing strategies and materials which will contribute to a "cultural shift" in the way disputes are viewed and handled. Strategies are reviewed and approved by the Director, the Head of Legal Services and senior Departmental management and implemented nation-wide through formal training delivered by Departmental DR specialists.**

**Participates in the development of the DR program strategic communications plan intended to increase awareness of the program's mandate, framework, policies, processes and key objectives and foster process "buy in" by Departmental managers and client representatives.**

**Prepares reports and briefings for senior Departmental management, both regional and HQ, on individual DR cases and classes of cases. This involves analysing voluminous case files involving complex legal, administrative, socio-economic and program aspects, determining the core information requirements of management and synthesizing data and positions in a manner accessible to non-experts. Reports and briefings are reviewed and approved by the Director and intended to inform management and the Head of Legal Services of program issues and trends and facilitate decisions concerning dispute settlements involving important precedents or large dollar values.**

**Provides DR program information, advice and guidance to client representatives and serves as the point of contact to assist client representatives in accessing DR program services or making decisions as to their options in seeking redress for perceived wrongs.**

**Prepares presentations and proposals for self-directed inter-departmental committees and working groups involved in the analysis of federal DR frameworks and policies or the development of new DR initiatives. Information, based on comprehensive research and analysis of DR concepts, best practices and techniques, federal direction and frameworks, and Departmental experiences are intended to add to the body of accumulated DR knowledge within the federal government and facilitate the approval and implementation of government-wide DR initiatives.**

## **(2) Well-Being of Individuals**

N/A

### **(3) Leadership of Human Resources**

**Chairs conciliation, mediation and negotiation meetings involving parties to disputes such as Departmental legal counsel, Departmental line managers, legal representatives of affected clients, senior industry and industry association representatives. Provides expert advice and coaching throughout the dispute resolution process to Departmental managers and is expected to be highly effective in leading parties to disputes to appropriate resolutions.**

**Represents the Department in consultations and negotiations with client representatives, often involving the heads of national client associations, private sector corporations, and/or provincial governments and their legal representatives, in order to explore dispute resolution scenarios and reach consensus where possible. This responsibility is shared with the Director.**

**Represents the Department on inter-departmental DR committees and working groups, provides technical expertise and participates in the development of group deliverables.**

### **(4) Money**

#### **A. Planning and Controlling:**

**Researches cost options associated with the implementation of the Departmental DR training program and provides input and recommendations to the Director and the Head of Legal Services to assist in the development and management of program training budgets. Activities are carried out in accordance with established budgetary parameters and Departmental processes.**

#### **B. Acquiring Funds:**

**Researches options to secure funding for the Departmental DR program from partner departments and central agencies, identifies promising avenues and make recommendations to the Director and the Head of Legal Services in accordance with Departmental policies and government frameworks and policies.**

#### **C. Spending Funds:**

**Conducts cost/benefit analysis, risk management and risk assessment analysis of dispute resolution settlement options and makes recommendations to the Head of Legal Services, Departmental line managers and senior Departmental management on the appropriateness of financial settlements. Recommendations require the approval of the Director, the Head of Legal Services and Departmental senior management.**

**Spends funds for transportation, accommodation and communication needs when travelling on Departmental business in accordance with Departmental policies and processes, and Treasury Board policies and directives.**

### **(5) Physical Assets and Products**

**Has custody of external dispute case files containing evidence, documents subject to solicitor-client privilege, submissions and correspondence for personal use and for the use of all parties to disputes in seeking dispute resolution. Materials can be easily replaced as original copies of materials are usually held elsewhere. The loss or improper disclosure of case file material may compromise the Department's position in negotiations or damage any existing good faith relationship between parties to disputes, resulting in mediation/conciliation failure.**

**Operates and maintains a desktop computer, laptop computer, software and peripheral as well as standard office equipment, furniture and supplies for personal use in preparing/reviewing program materials and conducting business. Items can be easily replaced at cost.**

**Uses and cares for audio-visual equipment for delivering presentations and briefings. Equipment can be easily replaced at cost.**

**Shares with the Director responsibility for the care and upkeep of a dispute resolution reference centre consisting of monographs, case studies and professional journals for personal use and for the use of area managers in developing/exploring dispute resolution options and strategies. Materials are difficult to replace due to limited print runs and the variety of sources.**

## **(6) Ensuring Compliance**

**Monitors and reviews the application of Departmental dispute resolution frameworks, policies and processes by area line managers to ensure that those responsible for the administration of programs comply with established DR program requirements. The position has latitude to identify instances of non-compliance and intervene directly with the OPI to provide guidance and recommendations, to identify trends and patterns in dispute handling and make recommendations to the Director, the Head of Legal Services and senior management on corrective measures.**

**Reviews and analyses external dispute case files in collaboration with Agency legal counsel and makes recommendations as to the compliance of both parties to disputes (Departmental managers and clients) with the legal and regulatory mandate of the Department and Departmental administrative policies and processes. In many cases, there is a requirement to establish the relative weight of competing positions where there is considerable ambiguity. Final decisions result in the recommendation of dispute settlement arrangements by parties and senior management and may result in the setting of precedents for the treatment of future cases or new operational policy interpretations affecting both the Department and Departmental clients.**

## ***Skills***

## **(7) Job Content Knowledge**

**Knowledge of the theories, concepts, principles and techniques of alternative dispute resolution including mediation approaches, negotiation strategies and tactics and group facilitation methods is required. The knowledge must be applied to: participate in the development of the Departmental dispute resolution framework and associated policies and processes; provide advice and support to Departmental legal counsel and line managers on DR approaches and processes; provide hands-on investigation, mediation and negotiation services in disputes involving Departmental managers and clients at the heads of companies and industry associations and legal representative levels; prepare briefings and reports for senior Departmental management on DR issues , trends and the status of cases; and, participate on inter-departmental DR committees and working groups involved in the analysis and/or development of DR initiatives.**

**Knowledge of the concepts, principles and techniques of legal, regulatory and policy analysis including cost/benefit analysis, risk management and risk assessment analytical approaches is required to research and analyze legal and policy frameworks affecting Departmental operations, provide expert interpretation to Departmental managers and external clients and develop positions and policy recommendations concerning both the program and specific disputes for the Director, the Head of Legal Services and senior management.**

**Knowledge of the concepts and practices of public administration including program management, accountability and governance frameworks and alternative service delivery practices is required to research and analyse Departmental program delivery frameworks and processes, identify issues affecting disputes and provide advice and recommendations to legal counsel, Departmental line managers, the Director, the Head of Legal Services and senior Departmental management.**

**Knowledge of the concepts and methodologies involved in developing and delivering professional training is required to participate in the development and delivery of program strategic training plans and training materials and provide coaching to Departmental line managers throughout the dispute resolution process.**

**Knowledge of the operational principles and techniques of a variety of automated systems and applications including word processors, spreadsheets, databases, presentation packages, E-mail systems and Internet browsers is required to prepare and review program materials, carry out research and communicate with others.**

## **(8) Contextual Knowledge**

### **A. Own Work Unit:**

**Knowledge of the mandate, roles, objectives and organization of the dispute resolution program is required to develop program framework components, policies and processes,**

**provide information, interpretation and advice to internal and external program clients and recommend changes in program strategies, priorities and service delivery approaches.**

**B. Own Department/Agency:**

**Knowledge of the mandate, programs, business lines, policies and key contact personnel throughout the Department is required to participate in the development and implementation of the Departmental dispute resolution framework, research and analyse Departmental service delivery frameworks and program policies in relation to external disputes and prepare reports and recommendations for the Director and senior management, provide investigation and dispute resolution services to Departmental legal counsel and line managers throughout the disputes process, consult with and provide information to external Departmental clients on DR frameworks, policies and processes, participate in the development and implementation of the program strategic communications plan for internal and external clients, and develop training strategies and materials for Departmental managers and officers.**

**C. Other Federal Departments/Agencies:**

**Knowledge of the mandates, roles, responsibilities, programs, policies, organisation and key contacts at the Treasury Board Secretariat and at other federal departments/agencies with overlapping mandates to that of the HRSDC is required liaise with representatives on matters of shared interest in disputes, participate on inter-departmental committees and working groups involved in the analysis and development of federal DR initiatives and frameworks and investigate opportunities to secure program funding or negotiate cost share agreements.**

**D. Canadian Private and Public Sectors:**

**Knowledge of the business practices, interests, positions and contact personnel of private sector Departmental clients such as Canadian citizens, community and provincial associations, provincial and municipal government service providers , community social service providers, and judicial and quasi-judicial authorities is required to understand the nature of Departmental services provided to external clients, review and analyse disputed Departmental decisions, play the lead role in bringing Departmental legal counsel, managers and private sector clients together to explore avenues for dispute settlement agreements, develop and recommend dispute settlement arrangements, and serve as point of contact for client representatives in the area.**

**Knowledge of trends, advances and sources of expertise in the field of dispute resolution is required to ensure that policy development and analysis activities capitalize on innovative approaches and best practices, provide leading edge advice, guidance and coaching to legal counsel and area line managers, participate on inter-departmental committees and working groups and represent the Department at professional association and academic DR conferences and symposia.**

**Knowledge of DR systems and practices in place at the provincial/territorial level is required to research and analyse their experiences with a view to Departmental application in DR frameworks, policies and processes.**

**E. International Private and Public Sectors:**

**Knowledge of international trends and advancements in the field of dispute resolution is required to ensure that policy development and analysis activities capitalize on innovative approaches and best practices, provide leading edge advice, guidance and coaching to legal counsel and area line managers, participate on inter-departmental committees and working groups and represent the Department at international conferences and symposia.**

**F. Legislation and Regulations:**

**Knowledge of the acts administered either solely or in part by the Department as well as all applicable acts affecting the operations of Departmental programs and decisions is required to provide expert interpretation, advice and guidance on application to Departmental managers and clients, develop dispute resolution frameworks, policies and processes which reflect legislative and regulatory intent and comply with requirements, and make recommendations in collaboration with designated legal counsel to Departmental line managers and senior management on the resolution of disputes which adhere to legal and regulatory requirements.**

**Knowledge of the requirements of the Financial Administration Act is required to investigate and recommend options to secure program funding from partner agencies and central agencies and support the negotiation of cost share and joint funding agreements.**

**(9) Communication**

**A. Communication In:**

**Reading and interpreting skills are required to assimilate legislation, regulations, policies, submissions, correspondence, memoranda, reports, and professional/academic articles from a variety of internal and external sources. Difficulties include the complex technical nature of legal, policy and program documents, the requirement to recognize patterns in seemingly unrelated materials and to recognize not only on what has been written but what has not been specifically mentioned, and the volume of materials which must be digested within short time frames.**

**Listening skills and the ability to interpret body language, tone and nuance is required facilitate dispute resolution sessions involving Departmental legal counsel, area managers and clients subject to Departmental decisions. The incumbent must be able to pick up and act upon subtle verbal and non-verbal indicators which may signal areas where compromise is possible and detect hidden agendas and/or positions which can act as barriers to agreement. Situations are by there nature adversarial, often emotional and frequently involve a lack of good faith and deliberate obfuscation.**

**B. Communication Out:**

**Written explaining and persuading skills are required to develop DR framework components, policies and processes, reports, correspondence and memoranda for the Director, the Head of Legal Services, senior management, Departmental area line managers, external clients and representatives of other federal departments. Skill is required to synthesize complex legal, administrative, policy and scientific concepts and information into clear and concise materials suitable for the information requirements and knowledge levels of recipients. In correspondence with parties to disputes, tact and diplomacy is required to persuade recipients of the appropriateness and integrity of positions with a view to securing dispute resolution agreements in confrontational, bad faith situations.**

**Verbal explaining and persuading skills are required to facilitate dispute resolution and negotiation sessions involving Departmental counsel, line managers and industry representatives (frequently heads of corporations/associations and legal counsel). Skill is required to steer session participants towards common ground in adversarial and often emotional situations. There is often a lack of good faith between parties to disputes and the position is expected to build bridges for meaningful dialogue. Sessions have, as their primary objective, the resolution of complex disputes involving large dollar values and/or important precedents for the treatment of external clients by the Department. The incumbent is recognized as a Departmental expert on dispute resolution and is required to intervene directly in high profile situations involving media and political attention. Successful interventions require one or both parties to disputes to modify positions.**

#### **(10) Motor and Sensory Skills**

**Dexterity and coordination is required to operate a computer to prepare/review program materials and case files. Precision and timing is under the control of the incumbent.**

#### ***Effort***

#### **(11) Intellectual Effort**

**Intellectual effort is required to develop Departmental dispute resolution framework components and associated DR policies and processes for application nation-wide. This entails: extensive research into Departmental service delivery practices and processes; identification and assessment of trends and issues in disputes; analysis of applicable legislation and regulations to ensure that initiatives are consistent with legal requirements such as due process and natural justice; consulting widely with Departmental legal counsel, Program and Operational managers and industry representatives and conducting focus groups to identify and assess approaches acceptable to internal and external clients; adapting alternative dispute resolution concepts and methodologies to suit the Department's unique operational environment; and, preparing key component pieces of the over-all framework. The effort is increased by the diverse nature of disputes lodged against the Department, lack of agreement between internal and external clients as to program scope and approach, and resistance to change on the part of internal clients accustomed to established practices and views concerning the handling of disputes.**

**Intellectual effort is required to investigate facts associated with dispute cases, analyse the positions of Departmental line managers and client representatives, evaluate the relative merits of the positions of parties to disputes and provide hands-on resolution and negotiation advice, guidance and coaching to parties during group meetings. The provision of DR services requires the application of comprehensive knowledge of complex legal, administrative, socio-economic and program concepts in concert with leading edge dispute resolution theories, principles and techniques to facilitate dispute resolution agreements and avoid costly litigation for both parties. The effort is increased by lack of good faith on the part of parties, the fluid nature of personal interactions, short notice changes in positions by parties requiring instant adjustments to strategies and tactics during sessions, acrimonious debate and sessions which may go on for multiple hours or days.**

**Intellectual effort is required to participate in the development of DR training strategies and materials which requires identifying patterns in Departmental thinking and behaviour with regards to disputes, consulting with Departmental counsel, Program and Operational managers and officers to solicit input and feedback and developing strategies and materials which will contribute to a "cultural shift" in the way disputes are viewed and handled throughout the Department. Difficulties include the entrenched positions and interests of some Departmental officials, variances in the level of cooperation in scoping exercises and the large number of diverse programs for which training strategies and materials must be applicable.**

**Intellectual effort is required to prepare reports and briefings for senior Departmental management, both regional and HQ, on individual DR cases and classes of cases in collaboration with designated legal counsel. This involves analysing voluminous case files involving complex legal, administrative, socio-economic and program aspects, determining the core information requirements of management and synthesizing data and positions in a manner accessible to non-experts, and presenting/defending recommendations on the resolution of high profile and costly disputes. The effort is increased by short notice requests for analysis, frequent information gaps in reports and submissions and the need to make potentially controversial, costly and precedent-setting recommendations based on less than complete and conflicting information.**

## **(12) Sustained Attention**

**Sustained visual and auditory attention is required to receive and take note of verbal and non-verbal communications during meetings, consultations, conciliation/mediation sessions and negotiations. Subtle indicators of understanding or acceptance must be noted in order to probe internal and external clients for areas where compromise solutions to disputes may be possible. Distraction can include the length of sessions and participants speaking over one another. These activities represent approximately 25% of the incumbent's available time.**

## **(13) Psychological/Emotional Effort**

**Psychological and emotional effort is required to be calm, professional, impartial and resilient when facilitating meetings, negotiations and mediation sessions involving Departmental legal counsel, area line managers and external Departmental clients party to disputes. Situations are often emotional and always adversarial, requiring considerable effort to keep discussions on track. There are high expectations and pressures for dispute resolution results in cases where no obvious common ground exists between parties. The incumbent has some control over the scheduling and duration of sessions but none over the behaviour of individuals.**

#### **(14) Physical Effort**

**The work requires sitting for prolonged periods on a daily basis to review/prepare program materials and cases files and facilitate meetings and consultations.**

#### ***Working Conditions***

#### **(15) Work Environment**

##### **A. Psychological Work Environment:**

**The position plays a pivotal role in the resolution of disputes involving Departmental line managers and clients. As such, there is exposure to confrontational and emotional parties to disputes during meetings on a regular basis for up to several continuous hours, heavy pressure from both sides to identify with their position during the dispute resolution process, occasional exposure to having to represent and advocate position not necessarily one's own, and daily exposure to internal and external client frustrations and complaints due to the incumbent's position as an area point of contact for disputes. The position is expected to affect a measurable difference in the number of dispute cases resulting in litigation in spite of frequent dispute situations where there is no obvious common ground or good faith between parties to disputes.**

**The work involves frequent daily exposure to competing work priorities and demands on available time, lack of control over the pace and volume of work and interruptions.**

**The work involves frequent travel on short notice which may entail disruptions to sleep and work patterns and strained familiar/personal relations due to separation.**

##### **B. Physical Work Environment:**

**The work involves sitting for up to 3 continuous hours, 2 to 3 time per day to review/prepare program documents and case files and facilitate meetings.**

**The work involves sitting in cramped conditions and exposure to noise for up to several continuous hour on a frequent basis when travelling on Departmental business.**

#### **(16) Risk to Health**

**Regular and prolonged exposure to contentious dispute situations, emotional and confrontational parties to disputes and pressure for dispute solutions in the absence of common ground and good faith relationships may result in physical and psychological fatigue and stress.**

**Sitting for up to 3 continuous hours, 2 to 3 times per day to review/prepare program materials and facilitate meetings may cause muscular pain and stiffness.**

**Sitting for up to several continuous hours in cramped conditions, exposure to noise and vibrations and disruptions to sleep and work patterns on a frequent basis while travelling on Departmental business may cause physical and mental fatigue.**

## WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number – Numéro du poste		Position Title – Titre du poste <b>Director General and Senior General Counsel</b>	
Position Classification Classification du poste	<b>LC-03</b>	National Occupation Code Code national des professions	<b>0414</b>
Job/Generic Number - Numéro d'emploi / de générique <b>LA-M-03-HQ-01 E</b> (effective April 1, 2009)		Effective Date - Date d'entrée en vigueur	
Geographic Location – Lieu géographique	Type of Position – Type du poste <b>Manager</b>	Managerial or Confidential Position – Poste de direction ou de confiance <b>Managerial</b>	
Sector/Region - Secteur/Région			Dept ID – Dept ID
Directorate/Division – Direction/Division		Unit – Unité	
Supervisor Position Title – Titre du poste du surveillant			
Supervisor Position Number – Numéro du poste du surveillant		Supervisor Classification - Classification du surveillant	
Language Requirements - Exigences linguistiques		Linguistic Profile – Profil Linguistique	
Communication Requirements – Exigences en matière de communication			
Office Code – Code de bureau	Security Requirements - Exigences en matière de sécurité		

### **Client Service Results - Résultats axés sur le service à la clientèle**

Manages a Directorate within a Sector focused on the provision of expert consultative services to the Department of Justice or other federal departments/agencies in the promotion of a consistent approach to litigation, policy, legislation, regulations and programs across government.

Responsibilities include: setting, planning and managing the national strategic direction, priorities and operational activities, and delegated human resources and financial resources of the Directorate; providing national functional direction and advice regarding the intersecting activities within the Sector and other sectors, regional offices, and DLSUs; and, monitoring and ensuring the quality, effectiveness and efficiency of delivery of policy and legal services provided.

### **Key Activities - Activités principales**

- Sets the strategic business direction and priorities for a Directorate focused on providing strategic legal and/or policy advice/services to the Department of Justice and other government departments, agencies, crown corporations, and the Privy Council Office.
- Responsible for strategic and operational planning and management of a directorate including:

- setting directions and priorities and ensuring alignment within broader sector and departmental plans;
  - preparing and managing human resources and financial plans;
  - negotiating and managing service agreements;
  - directing the development of projects, programs, initiatives and supporting tools and approaches to manage national issues and ensuring the balance and integration of competing inputs of the clients, the law and DOJ; and,
  - providing direction and advice on major issues to ensure the quality and consistency of opinions and advice and the management of legal risk.
  - Provides national functional direction on advisory, policy, legislative or litigation issues, including advice and direction to other sections/programs in the Sector, other DOJ sectors, regional offices, DLSUs and inter-departmental committees to promote a consistent approach across government.
  - Conducts legal and risk analysis of major, complex, controversial, high impact and/or broad reaching issues in order to develop options and strategies for resolution, manage risk, and to assist in setting the direction of the Directorate/Program.
  - Establishes a network of senior level relationships both within and outside of government in order to identify and anticipate legal and policy trends and opportunities, to develop options and strategies and facilitate the achievement of the client's objectives.

**Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter sur le contenu de cette description de travail.

Name of Employee – Nom de l'employé	
	Employee's Signature – Signature de l'employé
	Date

## **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant	
	Signature of Supervisor – Signature du surveillant
	Date

## **Authorization – Authorisation**

Name of Manager – Nom du gestionnaire \_\_\_\_\_  
Manager's Signature – Signature du gestionnaire \_\_\_\_\_ Date \_\_\_\_\_

## **Departmental Authorization – Autorisation ministérielle**

John H. Sims Deputy Minister	<i>original signed by John H. Sims</i> Signature	March 25, 2009 Date
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### **Skill**

## Knowledge

- In-depth knowledge of a broad field of law or practice, and a in-depth and extensive understanding of the of the theories, principles, and methods of Canadian law, public law, crown law, and their inter-

relationships and strategic application in the broader client and legal contexts.

- Highly developed knowledge of the mandate, objectives, strategies, structures, policies, programs, plans and operational realities of the departmental portfolios, DOJ stakeholders and centers of expertise, regional offices, DLSUs, as well as the legal and operational policy contexts of key client departments/agencies.
- In-depth and extensive knowledge of the theories, concepts, principles, practices and rules of legal advisory, litigation, legislative or policy services, including legal risk management and the role of law and its comprehensive impacts across government and society.
- In-depth understanding of the theories, principles and priorities associated with the operation of the Government of Canada and a highly developed understanding of the challenges and integration points of a complex multidimensional operation in order to provide legal, policy, strategic and operational advice to client officials on policy and program development, implementation and management, and on legislative/regulatory projects.
- In-depth knowledge of the legal, policy and legislative frameworks of central agencies, and other levels of government and their intersection with and impact on the business of the Directorate or Program and its clients.
- Highly developed knowledge of Canadian national affairs, national and provincial environments, federal provincial-territorial law, jurisdictions, policies, and powers and their intersection with and impact on the business of the Directorate or Program and its clients.
- In-depth knowledge of the socio-economic and political trends affecting the policy development and legal/policy positions of client departments.
- Highly developed knowledge of strategic and operational management including:
  - national program management, project management, strategic planning, priority setting and the complexities of alignment and integration of multiple interests and priorities;
  - operational planning, financial management, forecasting, budget development, financial and performance reporting, and the administrative and technology environments and requirements; and
  - human resources management, including classification and staffing, performance management, coaching, career development, and change management.

## Relationship Building and Influencing

- Establishes and leverages a network of relationships with senior contacts (Deputy Minister, Minister and senior management) within and outside the department and other governments to:
  - identify and anticipate strategic legal and policy risks/issues on cases/files of a complex, high profile nature;
  - influence government priorities and the development of resolution options and strategies;
  - identify and anticipate legal or policy trends and opportunities to address them; and
  - influence project and program funding priorities.
- Builds and manages a network of relationships with senior contacts within the sector, and across other sectors, regional offices and DLSUs to coordinate and influence approaches, develop best practices and ensure alignment with overall national strategy.
- Builds and manages a network of relationships with courts, agencies, associations, educational institutions and public and private organizations to exchange information and consult regarding DOJ strategies, direction, programs and projects.
- Articulates, advocates, and defends the government position or legal/policy advice to the most senior client officials in order to influence decision making.

## **Effort**

### **Critical Thinking and Analysis**

- Analyses the strategic litigation/advisory /legislative priorities associated with a major or national operation, together with client, regional and broader portfolio interests, and the overall political and socio-economic context, in order to identify risk factors, issues and impacts on current strategies, plans, approaches and operations, and validate or reformulate the Program or Project strategic direction, priorities, approaches and tools as required.
- Analyzes legal or policy issues and emerging trends in Canadian and international law including complex legal/factual documents, statutes, regulations, court documents, recent rulings, the application and interpretation of court judgments, jurisprudence, expert reports and draft legal documents, in order to resolve complex legal issues, develop policy and discussion papers, and develop strategic recommendations, briefs, and litigation positions for the Minister, Deputy Ministers, government officials, and senior management.
- Analyzes legal documents and opinions prepared by counsel in the Directorate, as well as briefings/correspondence for senior client officials, in order to ensure the quality and consistency of legal or policy advice including providing direction and advice on potential solutions to problems, client requirements/ perspectives, proposing alternative approaches, and identifying horizontal impacts of the legal or policy advice on the direction of the Program or Sector.
- Synthesizes, analyzes and balances a multiplicity and variety of inputs from subordinate or component Programs/Projects, caseload and resource allocation, and business requirements of stakeholders (sectors, regions, and DLSUs), with the strategic litigation/ advisory/ legislative priorities of the Directorate or Program in order to develop and manage strategies, and associated annual operational, human resource and financial plans.

### **Physical and Visual Effort**

- Regularly sits for prolonged periods of time during meetings, negotiations, consultations, document review, or conducting legal analysis.
- Occasionally carries or moves/lifts items used in the support of the work, including, but not limited to, legal briefcases, boxes of files, or legal texts.
- Regularly views computer screens and reads and reviews documents for prolonged periods requiring extensive visual effort.

## **Responsibility**

### **Leadership and Management**

- Responsible for strategic, operational planning and management of a complex, multidimensional Program/Practice in headquarters including establishing and aligning the national strategy, direction, service standards and priorities with the broader Sector and departmental business plans.
- Manages the work and resources of a directorate delivering a complex, multi-dimensional Program/Practice (including legal staff) by:
  - setting goals, priorities and objectives for the Directorate;
  - providing key input in the development and implementation of the Sector's business plan and contributing to and supporting the Departmental business plan;



- planning, managing and participating more broadly in the strategic performance review processes including reporting;
- providing review, guidance and authoritative direction on major cross-cutting legal or policy issues;
- establishing human resources plans, establishing work priorities; monitoring and evaluating performance, recognizing achievements, resolving performance issues, and supporting career development; and,
- developing financial plans, and managing salary and O&M budgets
- Provides national functional direction and authoritative advice to stakeholder sectors, regional offices and DLSUs on issues involving the alignment and integration of multiple, often conflicting interests and priorities including:
  - identifying and anticipating strategic legal and policy issues and risks;
  - developing a consistent strategic approach to issues management;
  - reviewing and providing guidance on major cross-cutting, high impact issues to ensure the quality and consistency of opinions and advice; and,
  - influencing national litigation strategies and priorities.
- Responsible for the work of the Directorate including major opinions, legal review of documents, briefings/correspondence prepared for or reviewed by senior officials.
- Responsible for monitoring legal risks, including financial risks, clarifying the content of objectives/policies and ensuring conformity with the rule of law, statutes and general government objectives.
- Responsible for creating a work environment that actively supports the development of departmental legal knowledge in relevant practice areas and fosters compliance with the Department's law practice management objectives.

## ***Working Conditions***

### **Psychological Environment**

- Lack of control over agenda due to conflicting issues and parties, multiple demands, time pressures, shifting priorities and deadlines.
- Requirement to travel and work overtime with resulting impact on home life.
- The work is performed in a highly political and sensitive environment, with ensuing controversial, litigious and conflicting issues and confrontations of significant political, economic and social impact, resulting in many simultaneous and conflicting priorities.

### **Physical Environment**

- Work is performed in a typical office environment.
- Requirement for travel resulting in jetlag and fatigue.

## WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number – Numéro du poste		Position Title – Titre du poste <b>Director and General Counsel</b>	
Position Classification Classification du poste	<b>LC-02</b>	National Occupation Code Code national des professions	<b>0414</b>
Job/Generic Number - Numéro d'emploi / de générique <b>LA-M-02-HQ-01 E</b> (effective April 1, 2009)		Effective Date - Date d'entrée en vigueur	
Geographic Location – Lieu géographique	Type of Position – Type du poste <b>Manager</b>	Managerial or Confidential Position – Poste de direction ou de confiance <b>Managerial</b>	
Sector/Region - Secteur/Région			Dept ID – Dept ID
Directorate/Division – Direction/Division		Unit – Unité	
Supervisor Position Title – Titre du poste du surveillant			
Supervisor Position Number – Numéro du poste du surveillant		Supervisor Classification - Classification du surveillant	
Language Requirements - Exigences linguistiques		Linguistic Profile – Profil Linguistique	
Communication Requirements – Exigences en matière de communication			
Office Code – Code de bureau	Security Requirements - Exigences en matière de sécurité		

### **Client Service Results - Résultats axés sur le service à la clientèle**

Manages a Division within a Directorate or a Sector focused on the provision of expert consultative services to the Department of Justice or other federal departments/agencies in the promotion of a consistent approach to litigation, policy, legislation, regulations and programs across government.

Responsibilities include: setting, planning and managing the Division's strategic direction, priorities, operational activities and delegated human resources and financial resources; providing functional direction and advice within the Directorate/Sector of assigned responsibility, other sectors, regional offices, and DLSUs; and, monitoring and ensuring the quality, effectiveness and efficiency of the delivery of policy advice and legal services.

### **Key Activities - Activités principales**

- Sets the business direction and priorities of the Division including the development and management of operational, human and financial resource plans, and ongoing business and risk management to ensure overall alignment with the Sector and Departmental strategic and operational requirements.
- Responsible for strategic and operational management of a Division within a Directorate or Sector including:

- preparing and managing human resources and financial plans;
- negotiating and managing service agreements; and,
- providing direction and advice on all legal or policy issues and work of the assigned organization to ensure the quality and consistency of opinions and advice and the management of legal risk.
- Provides advice and functional guidance to DOJ counsel nationally, in order to ensure quality, integrated and consistent legal services provided by the Division.
- Monitors and analyzes legal cases, issues and trends in order to provide a range of legal, business operation, policy and program advice to clients in order to facilitate the implementation of client objectives and manage legal risk.
- Establishes a network of senior level relationships both within and outside of government in order to identify and anticipate legal or policy trends and opportunities, to develop options and strategies, to manage risk, and to facilitate the achievement of clients' objectives.

**Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter sur le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Employee's Signature – Signature de l'employé

Date

**Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

**Authorization – Autorisation**

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

**Departmental Authorization – Autorisation ministérielle**

John H. Sims

Deputy Minister

*original signed by John H. Sims*

March 25, 2009

Signature

Date

## Skill

### Knowledge

- In-depth knowledge of a broad field of law or practice, and a comprehensive understanding of the theories, principles, and methods of Canadian law, public law, and crown law, as well the area of law or practice particular to the assigned area of responsibility, their inter-relationships and strategic application in the broader client and legal contexts.
- In-depth knowledge of the mandate, objectives, strategies, policies, programs, plans and operational realities of the departmental portfolios, DOJ stakeholders and centres of expertise, regional offices and

DLSUs, and Sector/Directorate, as well as the legal and operational policy contexts of key client departments/agencies.

- In-depth knowledge of the principles and practices of legal advisory, litigation, legislative or policy services, and their strategic application to legal risk management and broader legal and government environments.
- In-depth knowledge of the theories, principles and practices associated with the operations of the Government of Canada in order to provide legal, policy, strategic and operational advice to client officials on policy and program development, implementation and management, and on legislative/regulatory projects.
- Knowledge of the legal, policy and legislative frameworks of central agencies, and other levels of government and their intersection with and impact on the business of the Directorate/Sector and its clients.
- Sound knowledge of Canadian national affairs, national and provincial environments, federal, provincial, and territorial law, jurisdictions, powers, policies and agreements and how they influence the development of policy and legislation as they relate to the field of law.
- In-depth knowledge of business processes and strategic and operational management approaches in DoJ including knowledge of:
  - operational planning, strategic review, priority setting and delivery approaches and systems;
  - financial management, forecasting, budget development, financial and performance reporting;
  - administrative, technology and knowledge management environments and requirements;
  - human resources management including classification, staffing, performance management, coaching/mentoring, career development, succession planning and change management; and,
  - project management planning, prioritizing evaluation, leading teams and assigning responsibilities.

## **Relationship Building and Influencing**

- Establishes and leverages a network of relationships with senior contacts (Deputy Minister, Minister and senior management) within and outside the department and other governments to:
  - identify and anticipate strategic legal and policy risks/issues on cases/files of a complex, high profile nature;
  - influence litigation priorities and the development of resolution options and strategies;
  - identify and anticipate legal or policy trends and opportunities to address them; and
  - influence project and program funding priorities.
- Builds and manages a network of relationships with senior contacts within the sector, and across other sectors, regional offices and DLSUs to coordinate and influence approaches, develop best practices and ensure alignment of plans, operations, and approaches with overall national strategy.
- Builds and manages a network of relationships with agencies, associations, educational institutions and public and private organizations to exchange information and consult regarding DOJ strategies, direction, programs and projects.
- Articulates, advocates, and defends the government position or legal/policy advice to the senior client officials in order to influence decision making.

## ***Effort***

### **Critical Thinking and Analysis**

- Analyzes client business, policy objectives, organization, programs and services in order to identify legal issues and risk factors affecting policy objectives or operations, and develop mitigation strategies to facilitate the implementation of the policy from a legal perspective, including proposals, modifications and/or new legislation, regulations and/or policies.
- Analyzes legal issues and emerging trends in the law in order to provide expert legal or policy advice and services on current major, diverse and controversial legal issues affecting clients, to identify linkages and broader risks within and outside the organization and to identify options and strategies to address the issues.
- Analyzes legal documents and opinions prepared by counsel in the Division, as well as briefings/correspondence for senior client officials, in order to ensure the quality and consistency of legal or policy advice including providing direction and advice on potential solutions to problems, client requirements/ perspectives, proposing alternative approaches, and identifying horizontal impacts of the legal advice.
- Synthesizes a variety of analyses and information, e.g., client demand and caseload history and projections, operational metrics, financial and operational analyses, higher level strategies and plan, etc., in order to prepare and integrate human resources and financial plans and budgets for their Section.

### **Physical and Visual Effort**

- Regularly sits for prolonged periods of time during meetings, negotiations, consultations, document review, or conducting legal analysis.
- Occasionally carries or moves/lifts items used in the support of the work, including, but not limited to, legal briefcases, boxes of files, or legal texts.
- Regularly views computer screens and reads and reviews documents for prolonged periods requiring extensive visual effort.

## ***Responsibility***

### **Leadership and Management**

- Responsible for strategic, operational planning and management of a Program/Practice in headquarters including establishing and aligning the Division's strategy, direction, service standards and priorities with the Directorate/Sector and departmental business plans.
- Manages the work and resources of a Division (including legal staff) by:
  - setting goals, priorities and objectives;
  - contributing to and supporting the Directorate and/or Sector business plans;
  - planning, managing and participating more broadly in the strategic performance review processes including reporting;
  - providing review and guidance on major legal issues;
  - establishing human resources plans, establishing work priorities; monitoring and evaluating performance, recognizing achievements, resolving performance issues, and supporting career development; and,
  - developing financial plans, and managing salary and O&M budgets.



- Provides national functional direction and authoritative advice to stakeholder sectors, regional offices and DLSUs by:
  - identifying and anticipating legal and policy issues and risks;
  - developing a consistent operational and strategic approach to issues management;
  - reviewing and providing guidance on issues to ensure the quality and consistency of opinions and advice; and
  - Influencing litigation strategies and priorities.
- Responsible for the work of the Division including major opinions, legal review of documents, briefings/correspondence prepared for or reviewed by senior officials.
- Responsible for monitoring legal risks, including financial risks, clarifying the content of objectives/policies and ensuring conformity with the rule of law, statutes and general government objectives.
- Responsible for creating a work environment that actively supports the development of departmental legal knowledge in relevant practice areas and fosters compliance with the Department's law practice management objectives.

## ***Working Conditions***

### **Psychological Environment**

- Lack of control over agenda due to conflicting issues and parties, multiple demands, time pressures, shifting priorities and deadlines.
- Requirement to travel and work overtime with resulting impact on home life.

### **Physical Environment**

- Work is performed in a typical office environment.
- Requirement for travel resulting in jetlag and fatigue.

**WORK DESCRIPTION - DESCRIPTION DE TRAVAIL**

Position Number – Numéro du poste		Position Title – Titre du poste <b>Manager and Senior Counsel</b>	
Position Classification Classification du poste	<b>LC-01</b>	National Occupation Code Code national des professions	<b>0414</b>
Job/Generic Number - Numéro d'emploi / de générique <b>LA-M-01-HQ-01 E</b> (effective April 1, 2009)		Effective Date - Date d'entrée en vigueur	
Geographic Location – Lieu géographique	Type of Position – Type du poste <b>Manager</b>	Managerial or Confidential Position – Poste de direction ou de confiance <b>Managerial</b>	
Sector/Region - Secteur/Région			Dept ID – Dept ID
Directorate/Division – Direction/Division		Unit – Unité	
Supervisor Position Title – Titre du poste du surveillant			
Supervisor Position Number – Numéro du poste du surveillant		Supervisor Classification - Classification du surveillant	
Language Requirements - Exigences linguistiques		Linguistic Profile – Profil Linguistique	
Communication Requirements – Exigences en matière de communication			
Office Code – Code de bureau	Security Requirements - Exigences en matière de sécurité		

**Client Service Results - Résultats axés sur le service à la clientèle**

Manages a Section within a Sector including management of the Section's operations and associated delegated human, financial and administrative resources; providing legal or policy advice; and, monitoring and ensuring the quality of the legal services provided by the Section.

**Key Activities - Activités principales**

- Sets and manages the business direction and priorities for the Section including the development and management of operational, human and financial resource plans; managing budgets and legal and/or support staff; assigning and monitoring files and cases; and, overall accountability for all legal work, opinions and advice from the Section.
- Provides advice and functional guidance to DOJ counsel both within and outside the Section on legal or policy issues and files relating to the assigned area(s) of law and responsibility.
- Continually reviews and monitors legal or policy issues and case work to identify linkages among files and issues, in order to ensure an integrated, high quality and consistent approach to providing advice and managing legal risk.
- Establishes a network of relationships with clients, colleagues, and stakeholders both within and outside of government, in order to: coordinate approaches; supplement or validate information, advice or options; resolve issues; and, facilitate the achievement of legal, operational and policy objectives.

**Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter sur le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Employee's Signature – Signature de l'employé

Date

**Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

**Authorization – Autorisation**

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

**Departmental Authorization – Autorisation ministérielle**

John H. Sims

Deputy Minister

*original signed by John H. Sims*

March 25, 2009

Signature

Date

## Skill

### Knowledge

- In-depth knowledge of the theories, principles, and methods of Canadian law, public law, crown law, as well as the area of law or practice particular to the assigned area of responsibility, the linkages among areas of the law, and their application to the Sector's business.
- Sound knowledge of the mandate of the Department of Justice, and the strategic direction and priorities of the Sector, including how they contribute to the overall Department of Justice mandate.
- In-depth knowledge of the principles and practices of legal advisory, litigation, legislative or policy services including legal risk management in a government context.
- In-depth knowledge of the theories, principles and practices associated with the operations of the Government of Canada, and the mandates, structure, policies, programs, and legal, operational and policy contexts of various federal and provincial departments/agencies.
- Knowledge of federal/provincial/territorial law, jurisdictions, powers, policies and how they impact client business.
- Sound knowledge of business processes and operational management approaches in DOJ including knowledge of:
  - operational planning, strategic review, priority setting and delivery approaches and systems;
  - financial management, forecasting, budget development, financial and performance reporting;
  - administrative, technology and knowledge management environments and requirements; and,
  - human resources management including classification, staffing, performance management, coaching/mentoring, career development, succession planning and change management.

## **Relationship Building and Influencing**

- Builds and manages a network of peer level relationships, nationally and locally, with clients, colleagues and stakeholders in order to:
  - coordinate approaches for the resolution of issues impacting the client and ensure the quality and consistency of service and advice;
  - identify legal issues and opportunities to influence policy or legal approaches in the related program or operational areas; and
  - represent the Department of Justice and provide subject-matter expertise as a member of a variety of inter-departmental and departmental committees.

## ***Effort***

### **Critical Thinking and Analysis**

- Analyzes, integrates and balances the legal, policy and business issues, requirements and special considerations of clients with those of the Department of Justice in order to make recommendations regarding the avoidance or resolution of litigation, identify implications and linkages with other files or issues that could impact the client department's operations, and to develop appropriate work and operational plans.
- Analyzes legal issues in order to provide legal advice on a diversity of major and controversial legal issues currently affecting clients, and identify options and strategies to address the issues including recommendations to minimize legal risks.
- Analyzes legal documents and opinions prepared by counsel in the Section in order to ensure the quality and consistency of legal or policy advice including providing direction and advice on alternative approaches or solutions to problems or client requirements.
- Analyzes a variety of information, e.g. financial and operational analyses and higher level strategies and plans, in order to prepare human resources and financial plans and budgets for the Section and to assist in the preparation of human resources and financial plans, budgets and service agreements for the Division/Directorate.

### **Physical and Visual Effort**

- Regularly sits for prolonged periods of time during meetings, negotiations, consultations document review, or conducting legal analysis.
- Occasionally carries or moves/lifts items used in the support of the work, including, but not limited to, legal briefcases, boxes of files, or legal texts.
- Regularly views computer screens and reads and reviews documents for prolonged periods requiring extensive visual effort.

## ***Responsibility***

### **Leadership and Management**

- Develops operational plans and helps shape strategic plans, quality, service and operational standards to support the work unit and Division, guide the provision of legal or policy services to client departments and agencies, and ensure the critical integration and reconciliation of the client and DOJ

requirement, needs and special considerations.

- Manages the work and resources of a section (including legal staff) by:
  - setting goals, priorities and objectives;
  - identifying short and long term human resource requirements and project requirements;
  - assigning cases and reviewing the work of team members from a quality, consistency and risk management perspective;
  - fostering an environment which supports legal knowledge sharing and good law practice management behaviours;
  - monitoring and evaluating performance, recognizing achievements, resolving performance issues, and supporting career development; and,
  - managing salary and O&M budgets.

## ***Working Conditions***

### **Psychological Environment**

- Lack of control over agenda due to conflicting issues and parties, multiple demands, time pressures, shifting priorities and deadlines.
- Requirement to travel and work overtime with resulting impact on home life.

### **Physical Environment**

- Work is performed in a typical office environment.
- Requirement for travel resulting in jetlag and fatigue.



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Paralegal Trainee
<b>Position Classification</b> EC-01	<b>National Occupation Code</b> 4211
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009
<b>Organizational Component</b>	
<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101028
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

## Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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## Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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## Organizational Context

N/A



### **Client Service Results**

Processing of repetitive, routine cases and delivery of basic paralegal services (litigation/counsel) to the legal advisor and more experienced paralegals.

All paralegals adhere to the professional rules and practices of their law societies.

This is the law development level where paralegals can obtain expertise, become familiar with the range of paralegal duties in the context of the Department, and develop themselves professionally with a view to performing more complex duties at higher levels.

Under specific direction and supervision, delivers legal technical support services (counsel or litigation) to more experienced lawyers and/or paralegals regarding specific activities in cases/files/projects of low to mega complexity.

Under specific direction and supervision, performs ongoing activities of low complexity in cases/files/projects that usually affect only one area of law.

### **Key Activities**

Conducts routine and basic legal research to find easily accessible statutes, jurisprudence and related policy notices for analysis by the legal advisor or a more experienced paralegal. Conducts a basic analysis of the documents to ensure that they meet the criteria of the request for information.

Organizes sensitive and/or confidential documents, information and data according to directives and under the supervision of the legal advisor or senior paralegal.

Under the specific direction and supervision of the legal advisor or more experienced paralegals, performs routine activities of low complexity related to cases/files/projects.

Updates legal and administrative databases and information management systems.

**Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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**Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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**Authorization**

Name of Manager	Manager's Signature	Date
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**Skill****Knowledge**

Understanding of basic legal theories and principles.

Knowledge of legal sectors directly related to the activity undertaken.

Skill is required to conduct the most basic searches to find specific data or information, most of the time using the same source; basic analytical skill is required to ensure that the data or information corresponds to what is being sought and to the expected values.

Skills are required to organize, monitor and keep documents, information and data for legal advisors or for senior paralegals.

Awareness of the Canadian legal system and the civil and criminal rules and procedures that apply to the activities undertaken.

Awareness of the enforcement agencies or client Department's mandate and basic understanding of the case/file/project.

Understanding of project management principles and techniques is required to lead, plan and co-ordinate activities pertaining to cases/files/projects.

Basic knowledge of specialized legal software and ability to use a variety of administrative software packages to manage information and documentation related to cases/files/projects, design databases and update information contained in databases and information systems. Performs data analyses and prepares reports of a legal nature.



Research is conducted based on a well-established model and is defined by the sources, in consultation with the legal advisor or senior paralegal, and the research criteria provided. Most of the time, the cases/files/projects or requests for information relate to a specific subject in a known field of law. Should the research be different, the supervisor clearly defines the criteria. Preparation of a report/summary requires the incumbent to follow well-established procedures.

Organizes information and files, identifies the best course of action to take, and enters the information in a database. Most of the time, the documents, information or data are not organized, defined or made accessible in accordance with established rules and criteria.

### **Communication**

Contacts are with co-workers in the Department, client Departments, the police, law enforcement agencies, witnesses, unrepresented parties, legal service providers, opposing counsel, other Departments and agencies, the international sector, public-sector entities and the public. These contacts require the incumbent to obtain and exchange information.

Basic communication skills are required to prepare legal documents and to exchange information with others including lawyers, clients, co-workers, legal service providers, witnesses, opposing counsel and other interested parties.

### **Effort**

#### **Intellectual**

Maintains a professional attitude when the Crown's position in a case/file/project goes against own convictions. Remains calm when delivering services to certain contacts despite the lack of control over scheduling requirements, conflicting and simultaneous requests, the outcome or pace of work. Cases/files/projects are routine and repetitive.

Maintains a professional distance and remains calm during interactions with difficult and/or emotional persons or issues often related to life situations that are difficult to see and hear. Although these occurrences are not frequent, the incumbent has no control over when they arise. There may be situations in which the incumbent's own safety is threatened by independent parties who are unhappy with the outcome of the case/file/project.

#### **Physical**

The work requires the incumbent to remain seated for long periods to participate in meetings and work in an office. This is a frequent requirement and the time involved can range from one to eight hours a day. Bending over and stretching are required to move boxes of documents, extract files and documents and organize documentation for the case/file/project.



### **Responsibility**

Under the specific direction of the legal advisor or more experienced paralegals, offers functional assistance pertaining to the organization, conduct and handling of routine cases/files of low complexity, often under time constraints. This includes processing court decisions, exchanging information with the parties and drafting basic legal documents from numerous precedents.

When conducting research and analyses for the legal advisor or more experienced paralegals, the incumbent must find information and ensure that it is accurate. It may be necessary to find other known and familiar sources.

The administration of cases/files/projects involves completing forms, following procedures and organizing documents; this task is performed by following abundant and similar precedents.

This is a law development position. All work is checked by a legal advisor or senior paralegal. Errors could cost time Is part of a team responsible for a case/file/project.

At the request of legal advisors or more experienced paralegals, checks the accuracy and reasonableness of the financial resources associated with the case/file/project (e.g. recovery of fines, statements of fees submitted by legal service providers and opposing counsel and contingent liability reports).

Has custody of and is responsible for a personal computer and/or laptop and its peripheral equipment, databases, a significant volume of documents, as well as office furnishings, equipment and supplies used to perform own duties.

### **Management of Human Resources**

N/A

### **Management of Financial Resources**

N/A

### **Management of Technical Resources**

N/A



### **Working Conditions**

#### **Physical/Psychological**

The physical environment in which the work takes place is usually an open-concept office that can be noisy, poorly ventilated and sometimes confined and includes libraries, meeting rooms and hearing rooms. This creates an environment in which it is difficult to concentrate. The incumbent is routinely exposed to glare from a computer screen for long periods while keyboarding, doing online research and preparing legal documents. The incumbent is sometimes required to carry heavy objects on the way to meetings or to court. Travel requirements vary from one case/file/project to the next.

The work is primarily routine and repetitive and the incumbent has no control over the pace of work. Multiple requests, numerous interruptions, conflicting work priorities and the need to respond to urgent and competing requests from co-workers, the client Department, investigative bodies and legal advisors are the norm. As a result, priorities and workload constantly have to be revised. The work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals. Long-term health problems can result from the increased stress levels.

#### **Additional Information**

N/A



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Applications Administrator
<b>Position Classification</b> EC-01	<b>National Occupation Code</b> 4211
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009

### Organizational Component

<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101029
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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### Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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### Organizational Context

N/A

### Client Service Results

Provides client advice, training and support on legal information management processes and technologies.



### **Key Activities**

Provides expert advice, strategies and training to internal and external lawyers, paralegals and other clients on the capabilities and use of legal research and writing, document management, practice management, reporting and other legal information management applications.

Creates or acquires user access accounts for the Unit, Department, Department of Justice and legal research services, as well as applying for Public Key Infrastructure certification; installs software and templates; and facilitates the implementation of new applications and updates.

Creates, or provides direction on the creation of databases and creates and monitors file opening and closing procedures; monitors overall file quality for work completed by others; and takes action or makes recommendations as appropriate.

Monitors, resolves, reports and documents applications problems; makes recommendations on modifications to internal procedures and applications to better meet legal information requirements; and participates in the development of policy and other tools.

Participates in the analysis of client information systems/processes, the definition of development criteria and the design of case studies.

Develops and applies tests on software under development/consideration; analyzes the results against system and user requirements and recommends further action where required; and conducts ongoing maintenance testing and quality control.

Participates in regional and national Department of Justice software administrators working groups; and initiates and participates in collaborative relationships with colleagues to enhance problem solving and leverage scarce resources.



**Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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**Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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**Authorization**

Name of Manager	Manager's Signature	Date
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**Skill**

**Knowledge**

Demonstrates legal writing techniques, writes reports and operational instructions.

Knowledge of the theories, principles and practices of social sciences/legal information creation, organization, retrieval and disposal, including legal research and writing, document management and practice management, in order to advise clients on legal information management processes.

Knowledge of the principles and practices of information technology, including software acceptance testing methodologies, standards and practices and software products to plan, develop and execute the testing of software applications.

Knowledge of the principles and practices of problem solving to undertake technical analysis and testing of software applications.

Knowledge of the mandate, goals, objectives, programs, policies, procedures, organization, computer hardware and software of the work unit and the Department in order to provide client advice, training, support, and computer security.

Knowledge of the legal information technology applications and the related technology experts in the Department of Justice in order to provide training and support on the applications; knowledge of central agency policy on information technology and computer/information security.



Knowledge of the provincial and territorial court systems in order to access information and to collaborate on research issues; knowledge of legal information services in the private and international sectors in order to use applications purchased by the Section or the Department of Justice.

Knowledge of the Access to Information Act, and the Privacy and Data Protection Act, in order to be aware of information security.

Knowledge of enabling legislation for Human Resources and Social Development Canada programs, such as Employment Insurance, Canada Student Loans, Old Age Security, and Canada Pension Plan Acts and Regulations, in order to understand business lines and the legal information issues of the two Departments.

Provides advice to internal and external lawyers, paralegals and other clients on legal research and writing, document management, practice management and other legal information management applications.

Assists clients with information problem solving using electronic resources including databases, CD-ROMs, references, and commercial online resources while encouraging and promoting client development of independent information technology skills.

Assists clients with the development of plans to gather, process, analyze, classify and report data/information using existing precedents and/or adapting them to suit the situation; works within the constraints dictated by client practice priorities.

Develops and applies tests on software under development or consideration, as well as for routine maintenance, all within budget limits; creates detailed procedures, test scenarios, test cases and test scripts for use in testing software; analyzes the development documentation to determine the appropriate source of test data and methods of processing the data.

### **Communication**

The work requires verbal and interpersonal communication skills to communicate legal information technology issues to clients, which is complicated by the varied backgrounds of the audience. Skill is required to ensure understanding by presenting the material using many different approaches that address the needs and concerns of the audience, and to facilitate problem solving.

### **Effort**

### **Intellectual**

Sensory effort is required when participating in long periods of time during meetings and when reviewing lengthy documents.



## **Physical**

Sitting for long periods of time in a chair, working at a computer and talking on the telephone are required.

## **Responsibility**

Provides advice to internal and external lawyers, paralegals and other clients on the capabilities and use of legal research and writing, document management, practice management, reporting and other legal information management applications to reduce work effort, reduce the risk of legal error, facilitate consistency, have independent and quick access to reference documents at any time, and provide a corporate memory, as well as access to working documents.

Provides communications and training to clients on strategies for legal information management processes using unit software applications; and facilitates the implementation of new applications and updates.

Monitors, reports and documents applications problems, including consulting with stakeholders; makes recommendations on modifications to internal procedures and applications to better meet legal information requirements including the generating of statistical reports to evaluate client service results as a support to decision making for the Section. Stakeholder consultation impacts on the transparency of decision making and client buy-in to changes made to update the currency of services.

Participates in the forecasting of human and financial resource requirements for the Section, the development of criteria for goods and services, and in cost benefit analysis.

Monitors the application of file opening and closing procedures and overall file quality for work completed by others with the authority to take action to correct discrepancies or make recommendations as appropriate.

Monitors client compliance with information technology security policy and brings discrepancies to the attention of the client and/or to the Manager or Assistant Manager as appropriate.

Provides training and orientation to students, staff and contractors about a particular subject, technique or approach.

Participates in regional and national Department of Justice software administrators working groups.

Spends funds on travel, goods and services in accordance with Departmental spending guidelines.

## **Management of Human Resources**

N/A



### **Management of Financial Resources**

N/A

### **Management of Technical Resources**

N/A

#### **Working Conditions**

##### **Physical/Psychological**

The majority of the work is spent sitting in meetings or at a workstation working on a computer or conversing on the telephone in an open concept office.

The work requires dealing with many people with varying opinions/views while maintaining a focused and professional manner; juggling multiple tasks and frequently changing priorities under extreme time pressures. Distractions of noise and people visiting are common.

#### **Additional Information**

N/A



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Junior Paralegal Officer
<b>Position Classification</b> EC-02	<b>National Occupation Code</b> 4211
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009
<b>Organizational Component</b>	
<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101036
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
<b>Communication Requirements</b>	
<b>Office Code</b>	<b>Security Requirements</b>

### Organizational Context

N/A



### **Client Service Results**

Delivery of paralegal services (litigation/counsel) to the legal advisor and more experienced paralegals.

All paralegals adhere to the professional rules and practices of their law societies.

With general guidance, delivers legal technical support services (counsel or litigation) to lawyers and/or more experienced paralegals regarding cases/files/projects that are low in complexity. and/or

With general guidance, delivers legal technical support services (counsel or litigation) to lawyers and/or more experienced paralegals regarding specific activities in cases/files/projects of medium complexity.

Autonomy to manage assigned activities in cases/files/projects that are low in complexity.

### **Key Activities**

Conducts limited legal research and basic analysis on legal questions for which there is abundant precedent. Prepares summaries.

Organizes sensitive and/or confidential documents, information and data with general guidance from the legal advisor and/or more experienced paralegals.

Performs routine activities that are low in complexity pertaining to cases/files/projects.

When the incumbent is responsible for a case/file/project, with general guidance, administers routine cases/files/projects that are low in complexity for which precedents exist. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

Acts as a source of information for contacts regarding various legal procedures and proceedings.

Maintains and updates legal and administrative databases, as well as information management systems.

**Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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**Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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**Authorization**

Name of Manager	Manager's Signature	Date
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**Skill****Knowledge**

Understanding of legal theories and principles.

Understanding of legal methods and techniques in specialized areas of practice and of related legal terminology:

Understanding of the client Department(s) mandate and an understanding of the case/file/project with regard to all matters handled by the client, such as Employment Insurance, Labour, Canada Pension Plan, Old Age Security, Canada Student Loans Program or other initiatives.

Skill is required to conduct narrow searches to find applicable elements of legislation, jurisprudence and policy documents; basic analytical skill is required to identify data or information relevant to the request; summarizes the information; and prepares reports.

Basic skills are required to summarize laws, jurisprudence and technical, scientific and expert reports.

Skills are required to organize, monitor and keep documents, information and data for legal advisors or senior paralegals.

Understanding of the Canadian legal system and awareness of civil and criminal rules and procedures that apply to a particular area of work.

Has some understanding of the mandate of the law enforcement agency or client Department and an understanding of the case/file/project.



Knowledge of specialized legal software and processes and procedures for giving advice to co-workers and informing other contacts.

Understanding of the principles and techniques of project management is required to lead, plan and co-ordinate activities in cases/files/projects.

Practical knowledge of the use of specialized legal software and the ability to use a variety of administrative software packages to manage information and documentation related to cases/files/projects is required to design databases and to update information in databases and information systems. Analyzes data and prepares legal reports

Precedents serve as a guide for research and analysis. The research criterion is usually given in general terms by the legal advisor or senior paralegal. Most of the time, the cases/files/projects or requests for information relate to one known field of law, with no subdivision. In the event that there are subdivisions, the legal advisor or senior paralegal provides additional instructions for research and analysis. Information must be summarized to prepare reports/summaries.

Organizes information and files, identifies the best course of action to take, and enters the information in a database. Most of the time, the documents, information or data are not organized, defined or made accessible in accordance with established rules and criteria.

Administration of cases/files/projects requires simple adjustments owing to their similarities.

### **Communication**

Contacts are with co-workers in the Department, client departments, the police, law enforcement agencies, witnesses, unrepresented parties, legal service providers, opposing counsel, other Departments and agencies, the international sector, public sector entities and the public to clarify various issues, obtain information and/or provide advice. These contacts require the incumbent to provide explanations and exchange information.

Communication skill is required to draft legal documents and exchange information with others including lawyers, clients, co-workers, legal service providers, witnesses, opposing counsel and other interested parties.

### **Effort**

### **Intellectual**

Maintains a professional attitude when the Crown's position in a case/file/project goes against own convictions. Remains calm when delivering services to certain contacts despite the lack of control over scheduling requirements, conflicting and simultaneous requests, the outcome or pace of work. Cases/files/projects are routine and repetitive.



Maintains a professional distance and remains calm when dealing with difficult and/or emotional persons or issues often related to life situations that are difficult to see and hear. Although these occurrences are not frequent, the incumbent has no control over when they arise. There may be situations in which the incumbent's own safety is threatened by independent parties who are unhappy with the outcome of the case/file/project.

### **Physical**

The work requires the incumbent to remain seated for long periods to participate in meetings and work in an office. This is a frequent requirement and the time involved can range from one to eight hours a day. Bending over and stretching is required to move boxes of documents, extract files and documents, and organize documentation for the case/file/project.

### **Responsibility**

Provides legal support that is low in complexity for cases/files/projects. To this end, organizes, keeps and processes cases/files/projects, often under time constraints. Other activities include drafting legal documents, taking evidence, analyzing and evaluating requests, reviewing statutes, collecting fines, drafting settlement agreements, and acting as a contact point between parties.

When the incumbent is responsible for a case/file/project, with general guidance, administers routine cases/files/projects of low complexity when there are precedents. When conducting research and analysis for the legal advisor or more experienced paralegals, the incumbent must identify key words and sources of information; the incumbent must also proceed to a second stage of research and analysis with new search criteria to ensure that findings are accurate. Upon completion, summarizes findings. Among other requirements, attends meetings, helps to negotiate settlements and to draw up recommendations for clients, legal advisors and/or investigative bodies. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

The administration of cases/files/projects involves reviewing available precedents, which serve as guides.

The impact of the work is measured by the time saved in the performance of routine duties, which generally saves costs associated with the time of clients, the legal advisor, legal service providers or investigative bodies.

Acts as a source of information for co-workers regarding specialized legal software, processes and procedures; the incumbent must inform client Departments, investigative bodies and legal service providers of the legal procedures related to their mandates.

Is part of a team responsible for a case/file/project.



Verifies the accuracy and reasonableness of the financial resources associated with the case/file/project (e.g. recovery of fines, statements of fees submitted by legal service providers and opposing counsel and contingent liability reports). Makes recommendations to legal advisors and/or clients regarding the amounts claimed and, if necessary, has costs fixed by the court.

Has custody of and is responsible for a personal computer and/or laptop and its peripheral equipment, databases, a significant volume of documents, as well as office furnishings, equipment and supplies used to perform own duties.

#### **Management of Human Resources**

N/A

#### **Management of Financial Resources**

N/A

#### **Management of Technical Resources**

N/A

#### **Working Conditions**

##### **Physical/Psychological**

The physical environment in which the work takes place is usually an open-concept office that can be noisy, poorly ventilated and sometimes confined and includes libraries, meeting rooms and hearing rooms. This creates an environment in which it is difficult to concentrate. The incumbent is routinely exposed to glare from a computer screen for long periods while keyboarding, doing online research and preparing legal documents. The incumbent is sometimes required to carry heavy objects on the way to meetings or to court. Travel requirements vary from one case/file/project to the next.

The work is primarily routine and repetitive and the incumbent has no control over the pace of work. Multiple requests, numerous interruptions, conflicting work priorities and the need to respond to urgent requests and competing requirements from co-workers, the client Department, investigative bodies and legal advisors are the norm. As a result, workload priorities constantly have to be revised. The work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals. Long-term health problems can result from the increased stress levels.

#### **Additional Information**

N/A



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Paralegal Officer
<b>Position Classification</b> EC-03	<b>National Occupation Code</b> 4211
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009

### Organizational Component

<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101039
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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### Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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### Organizational Context

N/A

### Client Service Results

Delivery of paralegal services (litigation/counsel) to the legal advisor, more senior paralegals and/or directly to the client Department(s).

All paralegals adhere to the professional rules and practices of their law societies.



Delivers full legal technical support services (counsel or litigation) to lawyers and/or more experienced paralegals regarding cases/files/projects of low complexity; and/or delivers legal technical support services (counsel or litigation) to lawyers and/or more experienced paralegals regarding specific activities in cases/files/projects of medium complexity; and/or

With general guidance, delivers legal technical support services (counsel or litigation) to lawyers and/or more experienced paralegals regarding specific activities in cases/files/projects of high to mega complexity.

With general guidance, has autonomy to manage assigned activities of medium complexity in cases/files/projects.

#### **Key Activities**

Conducts legal research and standard analysis of legal issues for which precedents are limited. Prepares summaries and recommendations.

Organizes sensitive and/or confidential documents, information and data for certain parties in cases/files/projects of medium to mega complexity.

With general guidance, performs activities of medium complexity pertaining to cases/files/projects.

When the incumbent is responsible for a case/file/project, administers routine cases/files/projects that are low in complexity for which precedents exist. Acts on behalf of clients (small claims court, tax court, summary trial court, judgment debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

Technical advice and guidance for contacts regarding various legal procedures and proceedings.

Maintains and updates legal and administrative databases, as well as information management systems.

**Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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**Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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**Authorization**

Name of Manager	Manager's Signature	Date
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**Skill****Knowledge**

Understanding of legal theories and principles.

Knowledge of and skill in using legal methods and techniques in specialized areas of practice and of related legal terminology.

Knowledge of the mandate, structure, policies and culture of the client department(s), or other related government organizations, where their interests are associated with the case/file/project, with regard to all matters handled by the client, such as Employment Insurance, Labour, Canada Pension Plan, Old Age Security, Canada Student Loans Program, or other initiatives.

Working-level skill is required to summarize laws, jurisprudence and technical, scientific and other expert reports.

Skills are required to organize, monitor and keep documents, information and data pertaining to cases/files/projects.

Knowledge of the Canadian judicial system and civil and criminal rules and procedures governing the operation of every level of court relating to the incumbent's area of practice.

Knowledge of the mandate, structure, policies and culture of the law enforcement agency, client department and/or other government organizations whose interests are associated with the case/file/project. Every case/file/project requires different knowledge. The incumbent requires sound knowledge of the case/file/project.



Skill is required to anticipate possible developments and potential difficulties that could affect cases/files/projects.

Knowledge of paralegal services and specialized legal software is required to give advice to co-workers and inform other contacts.

Knowledge of the principles and techniques of project management to lead, plan and co-ordinate activities in cases/files/projects.

Advanced knowledge of the use of specialized legal software and the ability to use a variety of administrative software packages are required to manage information and documentation related to cases/files/projects, design databases and update information contained in databases and information systems. Analyzes data and prepares legal reports.

Working-level skills to conduct standard-level research and analysis on a single subject to find missing information and documentation as well as inconsistencies and erroneous information. These requirements apply particularly when preparing documentation for cases/files/projects of medium complexity.

When working on cases/files/projects with the legal advisor, the incumbent must conduct standard research and analysis on a specific issue. The data collected are summarized, and recommendations are included in the summaries. Constraints include the need to co-ordinate own activities with those of other members of the team who may come from other sectors of the Department, investigative bodies or the client department.

When managing specific activities in cases/files/projects of medium to mega complexity under the guidance of a lawyer and/or senior paralegal, the incumbent is usually required to organize a large volume of data from a wide variety of sources and identify the best course of action to take. Most of the time, documents, information and data are not organized, defined or made accessible in accordance with established rules and criteria. The sheer volume and at times sensitive nature of the information also adds to the difficulty of obtaining documents, information or sets of data.

The administration of cases/files/projects can require changes along the way. The incumbent reacts promptly by analyzing the new situation and preparing a new recommendation for the legal advisor, client department or investigative bodies.

Analyzes and interprets data and information to anticipate possible developments and potential difficulties that could affect cases/files/projects in order to manage potential risks. Issues that arise are submitted to the legal advisor.

Identifies the training requirements of co-workers, clients, legal service providers and investigative bodies in legal procedures and processes relating to their mandate. This includes defining subject matter, co-ordinating training sessions, preparing presentations and briefing sessions for participants with varying levels of experience and knowledge. The level of difficulty varies according to the training needs.



Develops and maintains databases in which files, documents and information are organized to make data available to the legal team and co-workers in the unit.

### **Communication**

Contacts are with co-workers in the Department, client Departments, the police, law enforcement agencies, witnesses, unrepresented parties, legal service providers, opposing counsel, other Departments and agencies, the international sector, public-sector entities and the public to clarify various issues, obtain information, provide advice, investigate requests, discuss legal issues and/or negotiate settlements. These contacts require the incumbent to enter into discussions and to provide explanations and clarification.

Advanced communication skills are required to draft legal documents, question witnesses, take part in negotiations, develop arguments for submission to legal advisors or clients, negotiate settlements, present facts and arguments to the administrative tribunal or in small claims court and exchange information, explain and, if necessary, reformulate legal processes and procedures and respond to questions from others including lawyers, investigative bodies, client Departments, co-workers, legal service providers, witnesses, opposing counsel and other stakeholders.

### **Effort**

#### **Intellectual**

Maintains a professional attitude when the Crown's position in a case/file/project goes against own convictions. Remains calm when delivering services to certain contacts despite the lack of control over scheduling requirements, conflicting and simultaneous requests, the outcome or pace of work. Cases/files/projects are routine and repetitive.

Maintains a professional distance and remains calm when dealing with difficult and/or emotional persons or issues often related to situations that are difficult to see and hear. Although these occurrences are not frequent, the incumbent has no control over when they arise. There may be life situations in which the incumbent's own safety is threatened by independent parties who are unhappy with the outcome of the case/file/project.

#### **Physical**

The work requires the incumbent to remain seated for long periods to participate in meetings and to work in an office. This is a frequent requirement and the time involved can range from one to eight hours a day. Bending over and stretching are required to move boxes of documents, extract files and documents, and organize documentation for the case/file/project.



### **Responsibility**

With general guidance, provides legal support for activities of medium complexity related to cases/files/projects and/or legal technical support services regarding specific activities in cases/files/projects of high to mega complexity under the direction of the legal advisor and/or more experienced paralegals, which requires organizing a volume of information, data and documents and determining the appropriate course of action, acting as a contact point between parties, ensuring that procedures are properly applied and deadlines are met. The incumbent must also make recommendations to the legal advisor on the organization of cases/files/projects and appropriate strategies to take, and help to draft legal documents.

When the incumbent is responsible for a case/file/project, administers routine cases/files/projects of low complexity, including identifying requirements for research and analysis, disclosure and organizational resources, analyzing and assessing requests, helping to consolidate acts, developing arguments, attending meetings, negotiating settlements and developing recommendations intended for clients, legal advisors and/or investigative bodies. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

To administer cases/files/projects, the incumbent is required to examine and interpret precedents.

Overall, recommendations made to clients, the legal advisor, legal service providers or investigative bodies contribute to preparatory work, analysis and, ultimately, the outcome of cases/files/projects.

Technical advice and opinions to co-workers, clients, legal service providers, interested parties, legal advisors or investigative bodies regarding law enforcement, common/civil and/or criminal law regarding the rules and procedures of the judicial system.

Sometimes, co-workers need guidance with basic research, specialized legal software, administrative and legal processes and procedures; and client departments, investigative bodies and legal service providers need information on the legal procedures pertaining to their mandates.

Is part of a team responsible for a case/file/project, which may include helping to organize activities.

Looks after the financial resources associated with the case/file/project (e.g. recovery of fines, statements of fees submitted by legal service providers and opposing counsel and contingent liability reports). Makes recommendations to legal advisors and/or clients regarding the amounts claimed and, if necessary, has costs fixed by the court.

Has custody of and is responsible for a personal computer and/or laptop and its peripheral equipment, databases, a significant volume of documents, as well as office furnishings, equipment and supplies used to perform own duties.



### **Management of Human Resources**

N/A

### **Management of Financial Resources**

N/A

### **Management of Technical Resources**

N/A

### **Working Conditions**

#### **Physical**

The physical environment in which the work takes place is usually an open-concept office that can be noisy, poorly ventilated and sometimes confined and includes libraries, meeting rooms and hearing rooms. This creates an environment in which it is difficult to concentrate. The incumbent is routinely exposed to glare from a computer screen for long periods while keyboarding, doing online research and preparing legal documents. The incumbent is sometimes required to carry heavy objects on the way to meetings or to court. Travel requirements vary from one case/file/project to the next.

#### **Psychological**

The work is primarily routine and repetitive and the incumbent has no control over the pace of work. Multiple requests, numerous interruptions, conflicting work priorities and the need to respond to urgent requests and competing requirements from co-workers, the client department, investigative bodies and legal advisors are the norm. As a result, workload priorities constantly have to be revised. The work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals. Long-term health problems can result from the increased stress levels.

### **Additional Information**

N/A



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Senior Paralegal Officer
<b>Position Classification</b> EC-04	<b>National Occupation Code</b> 4211
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009

### Organizational Component

<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101047
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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### Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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### Organizational Context

N/A

### Client Service Results

Delivery of paralegal services (litigation/counsel) to the legal advisor, more experienced paralegals and/or directly to the client Department(s).

All paralegals adhere to the professional rules and practices of their law societies.

Delivers full legal technical support services (counsel or litigation) to lawyers regarding cases/files/projects of low or medium complexity; and/or



Delivers legal technical support services (counsel or litigation) to lawyers regarding specific activities in cases/files/projects of high to mega complexity.

Has autonomy to manage assigned activities of medium complexity in cases/files/projects.

**Key Activities**

Conducts exhaustive research and standard analysis on a variety of legal questions for which there are a limited number of precedents that are not readily available. Precedents may have to be adapted to each case/file/project. Prepares summaries and recommendations.

Organizes sensitive and/or confidential documents, information and data for cases/files/projects of medium complexity and for some parties in cases/files/projects of high to mega complexity.

Conducts activities of medium complexity pertaining to cases/files/projects, including the first draft of legal opinions.

Assists the legal advisor to administer cases/files/projects of medium complexity, including co-operating with the assigned legal counsel, and plans and anticipates how cases/files/projects will unfold.

When the incumbent is responsible for a case/file/project, administers non-routine cases/files/projects that are low in complexity for which precedents are not readily available. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

Wide range of technical advice for contacts regarding various legal procedures and proceedings.

Helps to develop, maintain and update legal and administrative databases and information management systems.

Supports and mentors co-workers.



**Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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**Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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**Authorization**

Name of Manager	Manager's Signature	Date
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**Skill**

**Knowledge**

In-depth understanding of legal theories and principles.

In-depth knowledge of and skill in using legal methods and techniques in specialized areas of practice and related legal terminology.

In-depth knowledge of the mandate, structure, policies and culture of the client Department(s) or other related government organizations, where their interests are associated with the case/file/project, with regard to all matters handled by the client, such as Employment Insurance, Labour, Canada Pension Plan, Old Age Security, Canada Student Loans Program, or other initiatives.

In-depth knowledge of the Canadian judicial system and civil and criminal rules and procedures governing the operation of every level of court relating to the incumbent's area of practice.

In-depth knowledge of the mandate, structure, policies and culture of the law enforcement agency, client department and/or other government organizations, whose interests are associated with the case/file/project. Every case/file/project requires different knowledge. The incumbent requires sound knowledge of the case/file/project.

Coaching and mentoring skills are required to provide leadership and training to co-workers and other contacts.

In-depth knowledge of the principles and techniques of project management is required to lead, plan and co-ordinate activities in cases/files/projects.



Skill is required to anticipate possible developments and potential difficulties that could affect cases/files/projects.

Advanced knowledge of the use of specialized legal software and the ability to use a variety of administrative software are required to manage information and documentation related to cases/files/projects, to design databases and update information contained in databases and information systems. Analyzes data and prepares legal reports.

Helps to develop and manage information management systems in which files, documents and information are organized to make data available to the legal team and colleagues in the Department.

Advanced-level skills to conduct exhaustive research and standard analysis to find missing information and documentation as well as inconsistencies and erroneous information and to identify additional research and analysis that is needed. These requirements apply particularly when preparing documentation for cases/files/projects of medium complexity.

Advanced skill is required to summarize laws, jurisprudence, and technical, scientific and other expert reports.

Skills are required to organize, monitor and maintain documents, information and data for cases/files/projects.

When working on cases/files/projects with the legal advisor, the incumbent must conduct exhaustive research and standard analysis on a number of issues and consolidate the information in order to recommend an approach to the legal advisor and the client. There may be precedents but every case/file/project has its own research and data collection requirements.

The approach to administration of cases/files/projects may require changes along the way. The incumbent must respond promptly by analyzing the new situation and preparing a new recommendation for the legal advisor, client Department or investigative bodies. The complexity of the case/file/project often increases owing to unforeseen and conflicting relationships between statutes, regulations and organizational policies relating to the case/file/project.

Analyzes and interprets data and information to anticipate possible developments and difficulties that could affect cases/files/projects in order to manage potential risks. Issues that arise are submitted to the legal advisor with recommendations for resolving these issues.

When managing activities of medium complexity and/or specific activities in cases/files/projects of high to mega complexity, the incumbent is usually required to organize a large volume of data from a wide variety of sources and identify the best course of action to take. Most of the time, documents, information and data are not organized, defined or made accessible in accordance with established rules and criteria. The sheer volume and at times sensitive nature of the information also adds to the difficulty in obtaining documents, information or sets of data.



Identifies the training requirements of co-workers, clients, legal service providers and investigative bodies in legal procedures and processes relating to their mandate. This includes defining subject matter, co-ordinating training sessions and preparing presentations and briefing sessions for participants with varying levels of experience and knowledge. The level of difficulty varies according to the training needs identified.

Assists in the development and management of information management systems where files, documents and information are organized in order to make data available for legal team and Departmental colleagues.

### **Communication**

Contacts are with co-workers in the Department, client Departments, the police, law enforcement agencies, witnesses, unrepresented parties, legal service providers, opposing counsel, other departments and agencies, the international sector, public-sector entities and the public to clarify various issues, obtain information, provide advice, investigate requests, discuss legal issues and/or negotiate settlements. These contacts require the incumbent to enter into discussions and to provide explanations and clarification.

Advanced communication skills are required: to draft legal documents (including the initial version of legal opinions), question witnesses, take part in negotiations, develop arguments for submission to legal advisors or clients negotiate settlements, present facts and arguments to the court and exchange information; and explain and, if necessary, reformulate legal processes and procedures; and respond to questions from others including lawyers, investigative bodies, the client department(s), co-workers, legal service providers, witnesses, opposing counsel and other interested parties.

### **Effort**

#### **Intellectual**

Maintains a professional attitude when the Crown's position in a case/file/project goes against own convictions. Remains calm when delivering services to certain contacts despite the lack of control over scheduling requirements, conflicting and simultaneous requests, the outcome or pace of work. Cases/files/projects are routine and repetitive.

Maintains a professional distance and remains calm when dealing with difficult and/or emotional persons or issues often related to situations that are difficult to see and hear. Although these occurrences are not frequent, the incumbent has no control over when they arise. There may be life situations in which the incumbent's own safety is threatened by independent parties who are unhappy with the outcome of the case/file/project.



### **Physical**

The work requires the incumbent to remain seated for long periods to participate in meetings and to work in an office. This is a frequent requirement and the time involved can range from one to eight hours a day. Bending over and stretching are required to move boxes of documents, extract files and documents and organize documentation for the case/file/project.

### **Responsibility**

When providing legal support for activities of medium complexity in cases/files/projects of medium complexity and/or for specific activities in cases/files/projects of high to mega complexity, the incumbent must organize a moderate volume of information and documents and decide on the best course of action, act as contact point between parties and prepare the initial draft of legal opinions for examination by the legal advisor. The incumbent is also required to make recommendations to the legal advisor regarding the organization and general conduct of the case/file/project and on the strategies to adopt, and also helps to draft legal documents.

When the incumbent is responsible for a case/file/project, administers cases/files/projects of low complexity including identifying requirements for research and analysis, disclosure, organizational resources, analyzing and assessing requests, helping to consolidate acts, developing arguments, attending meetings, negotiating settlements and developing recommendations intended for clients, legal advisors and/or investigative bodies. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

To administer cases/files/projects, the incumbent is required to adapt precedents to the situation. There may be some cases for which precedents are not readily available.

The impact of recommendations or decisions depends on the level of responsibilities and (in)directly affects the policies, regulations and operations of the client department relating to socio-economic aspects of Canadian society. Overall, the recommendations and/or decisions contribute to the outcome of the case/file/project.

General technical advice and opinions to co-workers, clients, legal service providers, interested parties, legal advisors or investigative bodies regarding law enforcement, common/civil and/or criminal law regarding the rules and procedures of the judicial system.

Supports and mentors co-workers in online research, specialized legal software, and administrative and legal procedures and processes; and informs client departments, investigative bodies and legal service providers about legal procedures related to their mandates.

Is part of a team responsible for a case/file/project, which may include helping to organize activities and provide the necessary legal support.



Looks after the financial resources associated with the case/file/project (e.g. collection of fines, statements of fees submitted by legal service providers and opposing counsel and contingent liability reports). Makes recommendations to legal advisors and/or clients regarding the amounts claimed and, if necessary, has costs fixed by the court.

Has custody of and is responsible for a personal computer and/or laptop and its peripheral equipment, databases, a significant volume of documents, as well as office furnishings, equipment and supplies used to perform own duties.

#### **Management of Human Resources**

N/A

#### **Management of Financial Resources**

N/A

#### **Management of Technical Resources**

N/A

#### **Working Conditions**

##### **Physical/Psychological**

The physical environment in which the work takes place is usually an open-concept office that can be noisy, poorly ventilated and sometimes confined and includes libraries, meeting rooms and hearing rooms. This creates an environment in which it is difficult to concentrate. The incumbent is routinely exposed to glare from a computer screen for long periods while keyboarding, doing online research and preparing legal documents. The incumbent is sometimes required to carry heavy objects on the way to meetings or to court. Travel requirements vary from one case/file/project to the next.

Most of the time, the incumbent has no control over the pace of work. Multiple requests, numerous interruptions, conflicting work priorities and the need to respond to urgent requests and competing requirements from co-workers, the client Department, investigative bodies and legal advisors are the norm. As a result, workload priorities constantly have to be revised. The work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals. Long-term health problems can result from the increased stress levels.

#### **Additional Information**

N/A



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Paralegal Team Leader
<b>Position Classification</b> EC-05	<b>National Occupation Code</b> 4211
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009
<b>Organizational Component</b>	
<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101054
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
<b>Communication Requirements</b>	
<b>Office Code</b>	<b>Security Requirements</b>

### Organizational Context

N/A

### Client Service Results

Delivery of paralegal services (litigation/counsel) to the legal advisor, the senior legal advisor and/or directly to the client department(s).

All paralegals adhere to the professional rules and practices of their law societies.

Delivers full legal technical support services (counsel or litigation) to lawyers regarding cases/files/projects of low to high complexity; and/or



Delivers legal technical support services (counsel or litigation) to lawyers regarding specific activities in cases/files/projects of mega complexity.

With general guidance, manages assigned activities of high complexity in cases/files/projects.

Full autonomy to manage the administration of cases/files/projects.

The incumbent is also responsible for leadership of a team.

The incumbent may also be a specialist in certain areas of knowledge management pertaining to operational matters, work process analysis and/or database development in a specific area.

#### **Key Activities**

Conducts in-depth legal research and difficult analysis of a variety of legal issues in numerous areas of law. Precedents are not readily accessible. Prepares summaries and recommendations.

Organizes or ensures organization of sensitive and/or confidential documents, information and data for certain parties in cases/files/projects.

With general guidance, conducts activities of high complexity related to cases/files/projects.

Supervises administration of complex cases/files/projects.

When the incumbent is responsible for a case/file/project, with general guidance, administers cases/files/projects of medium complexity. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

Makes recommendations to management and legal advisors on legal and administrative matters related to a specific case/file/project.

In-depth technical advice and interpretation of various operational issues for contacts.

Gives operational advice on innovative techniques for management of the practice of law and paralegal services in a sector.

Coaches and mentors co-workers.

Trains paralegals in service delivery.

Acts as team leader in certain cases/files/projects.

**Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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**Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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**Authorization**

Name of Manager	Manager's Signature	Date
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**Skill****Knowledge**

Expert knowledge of legal theories and principles.

Expert knowledge of and great skill at applying legal methods and techniques.

Specialist knowledge of the mandate, structure, policies and culture of the client Department(s), related government organizations and/or other stakeholders, where their interests are associated with the case/file/project, with regard to all matters handled by the client, such as Employment Insurance, Labour, Canada Pension Plan, Old Age Security, Canada Student Loans Program, or other initiatives. Each case/file/project requires a different set of knowledge.

Specialist skills are required to summarize laws, jurisprudence, and technical, scientific and other expert reports.

Skills are required to organize legal support teams and monitor and keep documents, information and data for cases/files/projects.

Specialist knowledge of the Canadian judicial system and civil or criminal rules and procedures governing the operation of every level of court and its structure, as it pertains to the incumbent's area of practice.

Specialist knowledge of the mandate, structure, policies and culture of the law enforcement agency, client Department and related government organizations and other interested parties whose interests are associated with the case/file/project. Each case/file/project requires different knowledge. The incumbent must have extensive knowledge of the case/file/project.



Knowledge of the principles and techniques of human resources management is required to provide leadership and training for the team, train co-workers and various other contacts, and sit on committees and work teams.

Specialist knowledge of the principles and techniques of project management is required to lead, plan and co-ordinate activities in cases/files/projects.

Superior knowledge of the use of specialized legal software and the ability to use a variety of administrative software packages required to manage information and documentation pertaining to cases/files/projects; give operational advice to others; design databases; and update information contained in databases and information systems. Analyzes data and prepares legal reports.

Specialist skills are required to: conduct exhaustive research and analysis; find information, missing documentation, inconsistencies and erroneous information; and determine what additional research is required. These requirements apply particularly when preparing documentation for cases/files/projects of high to mega complexity.

Skill is required to anticipate potential developments and difficulties that could affect cases/files/projects.

Cases/files/projects require extensive research and in-depth analyses on many issues simultaneously, reviewing the work of beginner paralegals and consolidating results and recommending an approach to the legal advisor, client department and/or investigative bodies, and highlighting important information and data in the case/file/project.

When managing activities of high complexity and/or specific activities in cases/files/projects of mega complexity, the incumbent is usually required to manage a very high volume of data from a wide variety of sources over a long period of time and to identify the best course of action to take. Most of the time, the documents, information or data are not organized, defined or made accessible in accordance with established rules and criteria. The sensitive nature of the information also adds to the difficulty in obtaining documents, information or data. In this context, research, data collection and its reconciliation becomes a very complex research and analysis activity in itself.

While a case/file/project is underway, social, political or operational issues can arise, obliging parties to change their priorities. Accordingly, the incumbent must examine the impact of the change on the case/file/project and review or modify its administration.

Analyzes and interprets data and information as well as the legal processes and procedures governing the practice of paralegal services to find weaknesses, ambiguities and inconsistencies and to anticipate potential developments and difficulties that could affect the cases/files/projects. This also includes opportunities for improving administrative activities and making recommendations to the legal advisor. The difficulty stems from having to avoid disputes, find precedents, and work with the imposed constraints while ensuring that the legal advisor has all the facts and information to make the required decisions.



Identifying requirements for regional training in paralegal services involves selecting topics, co-ordinating training sessions, and preparing presentations and information sessions for participants with varying levels of knowledge and experience. The level of difficulty varies according to the training requirements.

### **Communication**

Contacts are with co-workers in the Department, client departments, the police, law enforcement agencies, witnesses, unrepresented parties, legal service providers, opposing counsel, other departments and agencies, the international sector, public-sector entities and the public to clarify various issues, obtain information, prepare them for trial, provide advice, investigate requests, discuss legal issues, negotiate settlements and/or agree on an approach to resolve important issues in cases/files/projects. These contacts require the incumbent to enter into discussions and negotiations, to be persuasive and to provide explanations and clarification.

Superior communication skills at the specialist level are required to: draft legal documents and/or writs; question witnesses; take part in negotiations; develop arguments for examination by the client department or investigative body; negotiate settlements; introduce facts and arguments in court, and exchange information, and explain and, if necessary, reformulate legal processes and procedures and respond to questions from others, including lawyers, investigative bodies, client departments, co-workers, legal service providers, witnesses, opposing counsel and other interested parties.

### **Effort**

#### **Intellectual**

Maintains a professional attitude when the Crown's position in a case/file/project goes against own convictions. Remains calm when delivering services to certain contacts, despite: the lack of control over scheduling requirements; the lack of precedents when conducting research and analysis, and planning the work of the legal support team; conflicting and simultaneous requests and the outcome or pace of work.

Maintains a professional distance and remains calm when dealing with difficult and/or emotional persons or issues often related to situations that are difficult to see and hear. Although these occurrences are not frequent, the incumbent has no control over when they arise. There may be situations in which the incumbent's own safety is threatened by independent parties who are unhappy with the outcome of the case/file/project.

#### **Physical**

The work requires the incumbent to remain seated for long periods to participate in meetings and work in an office. This is a frequent requirement and the time involved can range from one to eight hours a day. Bending over and stretching are required to move boxes of documents, extract files and documents, and organize documentation for the case/file/project.



### **Responsibility**

With general guidance, provides legal support for high complexity in cases/files/projects of high complexity and/or for specific activities in cases/files/projects of mega complexity, which requires the incumbent to supervise the administration of a case/file/project with the assigned legal counsel; administers processes and procedures; leads the support team in the case/file/project; acts as contact point between parties; manages a high volume of documents and selects the best course of action; produces the first draft of legal opinions for examination by the legal advisor; manages deadlines in the case/file/project; finds expert witnesses; and coordinates the preparation and handling of legal documents. The position requires making strategic recommendations on the approach to be taken in conducting research or management of a case/file/project.

When the incumbent is responsible for a case/file/project, with general guidance, administers cases/files/projects of medium complexity including identifying requirements for research and analysis, disclosure, organizational resources, analyzing and assessing requests, helping to consolidate acts, developing arguments, attending meetings, negotiating settlements and developing recommendations intended for clients, legal advisors and/or investigative bodies. Acts on behalf of clients (small claims court, tax court, summary trial court, judgement debtor examination and administrative tribunals) and/or helps the legal advisor during legal proceedings in the judicial system.

To administer cases/files/projects, the incumbent is required to seek precedents that are not readily available. An original draft may be required when there is no precedent.

The impact of recommendations or decisions depends on the level of responsibilities and (in)directly affects the policies, regulations and operations of the client department relating to socio-economic aspects of Canadian society. Cases/files/projects can involve many players and complex issues. Overall, the recommendations and/or decisions contribute to the outcome of the case/file/project.

In-depth technical opinions and advice and interpretation for clients, legal advisors, paralegals and support staff (through coaching and mentoring), legal service providers, interested parties and investigative bodies on law enforcement, common/civil and/or criminal law, legal methods and techniques, various search techniques, management of operational matters, work processes, database development and rules of procedures of various judicial systems.

Monitors and identifies emerging issues, trends and changes in policies and statutes to ensure that legal advisors take them into account.

Coaches and mentors co-workers with regard to online research, specialized legal software, administrative and legal processes and procedures.

Leads a legal support team established to work on a case/file/project; to this end, plans and assigns duties.



Gives sector-wide training to co-workers, client departments, investigative bodies and legal service providers in the provision of activities and paralegal services, and legal processes and procedures related to their mandate. This includes identifying training requirements; developing; organizing and delivering relevant and timely training, as well as professional development workshops intended to increase legal knowledge and techniques relating to the practice of law in the profession.

Manages the financial resources allocated to a case/file. This can include identifying resource requirements, planning spending, providing calculations and estimates, and overseeing and controlling expenditures. The incumbent also negotiates professional fees with attorneys and witnesses and verifies, attests to and accounts for statements of professional fees and services submitted by legal service providers and the opposing counsel, and prepares contingent liability reports and ensures that amounts owing to the Crown in cases/files/projects are collected. Makes recommendations to legal advisors and/or clients regarding the amounts claimed and, if necessary, has costs fixed by the court.

Gives operational opinions regarding development of innovative techniques for managing information and systems in which files, documents and information are organized to make data available to the legal team and co-workers in the Department in one sector.

Has custody of and is responsible for a personal computer and/or laptop and its peripheral equipment, databases, a significant volume of documents, as well as office furnishings, equipment and supplies used to perform own duties.

#### **Management of Human Resources**

N/A

#### **Management of Financial Resources**

N/A

#### **Management of Technical Resources**

N/A

#### **Working Conditions**

##### **Physical**

The physical environment in which the work takes place is usually an open-concept office that can be noisy, poorly ventilated and sometimes confined and includes libraries, meeting rooms and hearing rooms. This creates an environment in which it is difficult to concentrate. The incumbent is routinely exposed to glare from a computer screen for long periods while keyboarding, doing online research and preparing legal documents. The incumbent is sometimes required to carry heavy objects on the way to meetings or to court. Travel requirements vary from one case/file/project to the next.



### **Psychological**

The work is primarily routine and repetitive and the incumbent has no control over the pace of work. Multiple requests, numerous interruptions, conflicting work priorities and the need to respond to urgent requests and competing requirements from co-workers, the client department, investigative bodies and legal advisors are the norm. As a result, workload priorities constantly have to be revised. The work occasionally involves interactions with emotional, angry, confrontational or uncooperative individuals. Long-term health problems can result from the increased stress levels.

### **Additional Information**

N/A



## WORK DESCRIPTION

<b>Position Number</b>	<b>Position Title</b> Senior Research Advisor
<b>Position Classification</b> EC-06	<b>National Occupation Code</b> 4164
<b>Department/Agency</b> HRSDC	<b>Effective Date</b> June 22, 2009
<b>Organizational Component</b>	
<b>Geographic Location</b> NCR	<b>Jobbing/Generic Number</b> 101061
<b>Supervisor Position Number</b>	<b>Supervisor Position Title</b>

### Supervisor Position Classification

<b>Language Requirements</b>	<b>Linguistic Profile</b>
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### Communication Requirements

<b>Office Code</b>	<b>Security Requirements</b>
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### Organizational Context

N/A

### Client Service Results

Socio-economic research, program or policy analysis, proposals and partnerships to develop and implement strategies in response to trends, developments and issues emerging related to socio-economic activities for senior management and external partners.



### **Key Activities**

Leads and conducts socio-economic research to analyze study and diagnose key factors affecting socio-economic issues using a wide range of methods.

Leads the development of analytical tools, systems, database and methods to develop and improve socio-economic analysis of socio-economic issues.

Leads the analysis, development, implementation and evaluation of socio-economic policies, programs and processes at a national level.

Develops human resources strategies, action plans, business plans, recommendations, proposals and other options for senior management, the Department and government to address key socio-economic issues.

Provides expert advice on research, policies and programs; negotiates agreements and partnerships, and leads the implementation of programs, projects and products as a representative of the Department dealing with the private sector, OGDs, NGOs and international organizations.

#### **Employee's Statement**

I have been given the opportunity to read and comment on the content of this work description.

Name of Employee	Signature	Date
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#### **Supervisor's Statement**

This work description accurately describes the work assigned to this position.

Name of Supervisor	Supervisor's Signature	Date
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#### **Authorization**

Name of Manager	Manager's Signature	Date
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## Skill

### **Knowledge**

Writing skills are required when preparing complex position papers and reports for publication; preparing summaries and recommendations based on the findings of research projects; preparing proposals for resource-sharing agreements with OGDs and other partners; preparing new program policy, Cabinet documents, briefing notes, media communication material and public correspondence; producing analytical documents; and responding to requests and inquiries.

Knowledge of the theories, principles, methods, techniques and practices related to unemployment and employment growth analysis in order to provide authoritative and expert advice.

Knowledge of the theories, principles, methods, techniques and practices related to research approaches and concepts including econometric and simulation modelling, as well as statistical estimation to conduct complex research projects.

Knowledge of the theories, principles, methods and practices of financial planning and management, project management, consensus building, negotiation techniques and communications skills to manage human resources, and lead multiple contracts and projects.

Knowledge of the information technology in the design of databases and of statistical analysis software packages for economic analysis to provide input to strategic advice and policy formulation.

Knowledge of Department and its organization, mandate, mission, programs, policies, business/service delivery processes and systems to develop a research agenda that will address the priority policy and program issues and to provide expert authoritative advice on new policy and program orientations.

Knowledge of the Department's operating environment and context, including political, social, economic, demographic factors that require consideration in developing priorities and plans and in managing the assigned socio-economic research activities.

Knowledge of the roles and responsibilities and of legislative, policy and program frameworks of central agencies and OGDs to develop complementary research and policy formulation frameworks; develop partnerships, joint ventures and knowledge/information access and exchange agreements; harmonize policy and program priorities and interface, and best interact with them on issues of shared interest or jurisdiction.

Knowledge of the positions, interests, priorities, structures and key officials of a wide range of organizations involved in socio-economic information portfolio to develop information and knowledge exchange agreements; interact on policy and program issues of mutual interest; develop new service delivery arrangements and partnerships; and best promote and advocate the Department's policy and program positions.



Knowledge of the complex interactions at play on the international financial and economic scenes in order to monitor: developments in the global economy; conduct research on the international policies and positions of foreign countries; and negotiate agreements for joint research projects and information sharing.

Knowledge of foreign and international bodies and their roles, including the US Department of Labour, OECD, UNESCO and IMF, in order to monitor employment/unemployment activities.

Knowledge of the Department's enabling legislation and regulations, the social development legislation/regulations of the provinces/territories; and relevant international agencies to ensure their criteria are considered in developing and implementing program and policy recommendations.

Knowledge of federal and/or HRSDC legislation and regulations of the Financial Administration Act, Public Service Employment and Staff Relations Act, Official Languages Act, and Access to Information and Privacy Act to ensure compliance.

Analyzes and interprets key socio-economic concerns and issues and trends; identifies and diagnoses key problems; leads and participates on joint research and analysis; identifies and analyzes options and strategies; develops numerous plans, proposals, options and action plans; leads the implementation of approved plans and strategies; and assesses results and impacts to provide recommendations to support policies and legislation.

Develops research plans, objectives, frameworks, approaches and strategies; implements complex analytical and methodological processes and tools; establishes and accesses information from numerous sources; and assesses the integrity of information and research findings in order to conduct complex research projects.

Analyzes, interprets and develops programs, projects, policies, legislative and regulatory papers and system processes; develops program and business case strategies to involve all partners; develops resource and strategic plans; analyzes and writes recommendations to address key human resources issues to manage the development, implementation and evaluation of Departmental programs, frameworks, policies and processes.

Develops plans and strategies to improve partnerships and horizontal relationships; and develops and negotiates terms and conditions of partnerships in order to facilitate the implementation of strategies, and joint research and analysis.

Develops new research techniques, tools and models; develops and implements performance measurement and evaluation methods and concepts, and other tools to refine research approaches, stimulate innovations and assess human resources strategies.

### **Communication**

Writing and verbal skills are required to make presentations, explain and defend the intent of departmental policies and programs, and adapt the information for various audiences with varying levels of subject matter knowledge.



### **Effort**

#### **Intellectual**

Sensory visual effort is required when reviewing documents for accuracy.

#### **Physical**

The work requires to sit for extended periods of time is required while working at a desk and attending meetings. There are long periods of keyboarding required and exposure to glare from a computer screen. There is an occasional requirement to carry heavy documentation to meetings.

### **Responsibility**

Provides expert advice or recommendations; contributes opinions, information and intelligence; prepares reports from complex research and position papers; for Departmental executives to make decisions on program and policy development recommendations, specific labour market issues, and enquiries.

Formulates short- and long- term strategies and policy recommendations for branch management to develop Departmental positions; and are promulgated to other government organizations, the provinces/territories, OGDs, international organizations (OECD, IMF), the Bank of Canada, academic and research institutions in Canada and internationally and various other partners and stakeholders.

Participates in the development of new research techniques, tools and models; and the information is disseminated to clients, partners and stakeholders around the world.

Establishes plans and operation priorities; leads the work of staff, consultants and project teams to achieve multiple project results; provides orientation, guidance, direction, support and development; assigns, monitors and reviews work; and recommends training and initiates other human resources actions such as staffing classification and discipline.

Contributes to the development of the branch's corporate values and culture; promotes innovation and development of alternative business practices.

Directs the work of project teams composed of members from other areas of the Department, OGDs and outside organizations; establishes goals and objectives; develops approaches, methodologies and critical paths; identifies resource requirements and skill mixes; and provides leadership and ensures the quality of work.

Plans, coordinates, facilitates or presides over interdepartmental and intergovernmental meetings, public consultations, conferences, workshops and other symposia and leads the attainment of proposed objectives.



Forecasts and conducts cost analyses and plans; prepares required funding submissions and reports; manages, monitors and reallocates assigned operating project budgets with authority to transfer funds between projects; and contributes to the Branch's resource review to reallocate lapsing funds or deal with over-expenditures.

Develops terms of reference and makes recommendations to senior management for the negotiation of innovative funding partnerships and contribution arrangements with other government Departments, provinces/territories and private sector organizations; provides advice on the acquisition of funds for new initiatives, joint research ventures and partnerships; and drafts terms and conditions of these processes.

Initiates and participates, as the Project Authority, in tendering exercises and the analysis of suppliers' costs and capacity; verifies that goods and services have been delivered as contracted; and recommends payments.

#### **Management of Human Resources**

N/A

#### **Management of Financial Resources**

N/A

#### **Management of Technical Resources**

N/A

#### **Working Conditions**

##### **Physical/Psychological**

Work is performed in an office environment with exposure to surrounding noise and frequent interruptions from management, clients and colleagues. There is a requirement for air travel to various locations across Canada.

There is a daily requirement to juggle and deal with tight deadlines, changing work priorities, multiple demands of multiple projects and heavy workloads. There is a requirement to deal with complaints, pressure, opposing points of view, and/or highly charged arguments due to exposure to high-profile, politically sensitive and complex issues.

#### **Additional Information**

N/A

**18 EC WORK DESCRIPTION - DESCRIPTION DE TRAVAIL POUR LE GROUPE EC**

Position Number - Numéro de poste	Position Title - Titre du poste <b>Manager – Paralegal Services</b>
Position Classification - Classification du poste <b>EC 06</b>	National Occupational Code - Code national des professions <b>4211 – PARALEGAL AND RELATED OCCUPATIONS</b>
Department/Agency - Ministère/organisme <b>HRSDC</b>	Effective Date - Date d'entrée en vigueur <b>JUNE 22, 2009</b>
Organizational Component - Composante organisationnelle	
Geographic Location - Lieu géographique <b>NCR</b>	Job/Generic Number - Numéro d'emploi/de générique <b>21EC0618</b>
Supervisor Position Number - Numéro de poste du surveillant	Supervisor Position Title - Titre du poste du surveillant
Supervisor Position Classification - Classification du poste du surveillant	
Language Requirements - Exigences linguistiques	Linguistic Profile - Profil linguistique
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité

**Organization Context - Contexte organisationnel****Client Service Results**

Management of complex analytical studies and projects. Provision of paralegal services (advisory or litigation) for counsel, senior counsel and/or directly to client department(s).

**Key Activities**

- Conducts expert legal research and difficult analysis on a variety of uncommon legal issues in multiple areas of law. Precedents are usually not available. Prepares summaries and recommendations.
- Manages the organization of sensitive and/or confidential documents, information and date associated to a case/file/project.
- Conducts activities that are of high complexity within cases/files/projects. Oversees the administration of complex case/file/project.
- Administers independently medium complex cases/files/projects that are without precedents, when responsible for own case/file/project.
- Represents client(s) in legal systems (e.g. pre-trial/settlement conferences, examinations for discovery) and/or assist counsel with the conduct of legal proceedings in legal systems.
- Provides recommendations to senior management and counsel on national trends, legal and operational issues and on implications of new or modified policies and legislation.

- Give authoritative technical and interpretive advice to contacts on various operational issues.
- Coaches and mentors colleagues.
- Trains Paralegals with respect to the provision of services on a national basis.
- Manages and/or has functional responsibilities for human resources including the supervision and assignment of work to junior paralegals.

<b>Employee's Statement - Déclaration de l'employé</b>		
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.		
Name of Employee - Nom de l'employé	Signature	Date
<b>Supervisor's Statement - Déclaration du surveillant</b>		
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.		
Name of Supervisor - Nom du surveillant	Signature	Date
<b>Authorization - Autorisation</b>		
Name of Manager - Nom du gestionnaire	Signature	Date

## **Responsibilities**

### **Information for the use of others**

When providing high complexity legal support on high or mega complex cases/files/projects, it requires overseeing the administration and operational issues of a case/file/project with lead counsel; administrating the processes and procedures; liaising between parties; management of a large volume of documents and determining the best course of action; negotiation for resources; initial drafting of legal opinions to be reviewed by counsel; time management of the case/file/project; team management; finding technical expert witnesses; and coordinating the drafting and processing of legal documents. It requires defining and developing alternate operational processes, approached, and strategies to address political, social, and operational implications that impact on the case/file/project.

When responsible for own case/file/project, he/she manages assigned medium complex cases/files/projects including determining the needs for research and analysis, disclosure requirements, organizational resources required; analysing and assessing claims; assisting in the

drafting of consolidations or legislation; developing arguments; attending meetings; negotiating settlements or resolutions and developing recommendations that will be made to the client(s), counsel and/or investigative agencies. Represents and pleads on behalf of the client(s) in legal systems (e.g. pre/trial/settlement conferences, examinations for discovery) and/or assists counsel with the conduct of legal proceedings in legal systems.

Case/file/project administration requires extensive research and analysis to establish precedents. Original drafting may be required where precedents are unavailable.

The impact of recommendations or decisions is based upon the level of responsibility assigned and it will (in) directly affect several client department(s)'s policies, regulations, and operations linked to social, economic and political aspects of Canadian Society. Cases/files/projects may involve multiple players and complex issues with an impact to international law and may indirectly impact on issues of international relations. Overall, recommendations and/or decisions made contribute to the outcome of the case/file/project.

Authoritative technical and interpretive advice and guidance to client(s), counsel, paralegals and support staff, legal service providers, interested parties and investigative agencies on the application of legislation, common/civil law and/or criminal law, legal methods and techniques, various research techniques, management of operational issues, work processes, database development and rules and procedures of the various legal systems.

Monitors and identifies emerging issues, trends and changes to policies and legislation to ensure they are addressed and to minimize the impact on cases/files/projects before they become contentious. Provides advice and/or recommendations to senior management and/or counsel on these national trends, legal and operational issues, the management of legal practices and on implications of new or modified policies and legislation.

The risk and implications of the actions can be significant and difficult to determine and require risk analysis.

### **Well-Being of Individuals**

N/A

### **Leadership of Human Resources**

Coaches and mentors colleagues on online research, specialized legal software applications, administrative and legal processes and procedures.

Directs a section/staff or leading a legal support team that requires planning, coordinating and assigning work on a case/file/project.

Monitors and instructs legal agents representing the Crown and provides advice and guidance on assigned files.

Provides professional guidance and coaching at the national level.

Manages small work unit of paralegals, monitors and assigns work, establishes and monitors workplace.

Trains and educates, at the national level, colleagues, client department(s), investigative agencies and legal service providers with respect to the provision of paralegal activities and services, legal processes and procedures related to their mandate. This includes identifying training needs and developing, organizing and delivering relevant and timely training and continuing education seminars to enhance legal knowledge and techniques with respect to the profession's practice of law.

Responsible for making recommendations concerning human resources and training. Assists director in preparing regular evaluations of employees.

### **Money**

The work requires managing financial resources allocated to a case/file/project. This may include establishing resource requirements, planning expenses, providing calculations and estimations, and supervising and controlling spending. The work also requires negotiating fees with legal agents and witnesses; verifying, certifying and accounting for services rendered by legal service providers and opposing counsel; and preparation of Contingent Liabilities Report and the recovery of funds due to the Crown on cases/files/projects. Makes recommendations to counsel and/or client(s) as to the amounts claimed.

### **Physical Assets and Products**

Custody and regular upkeep of a personal computer and/or laptop and its associated peripherals, databases, large volume of documents as well as office furniture, equipment and materials used to perform own work.

### **Ensuring Compliance**

Ensures that classified material is handled and disposed of in compliance with departmental regulations, non-compliance could result in security violation.

Ensures compliance in claims and litigation matters with the Treasury Board Policy on Claims and Ex Gratia Payments and the Treasury Board Policy on the Indemnification of an Legal Assistance to Crown Servants.

### **Skills**

#### **Job Content Knowledge**

Expert knowledge of legal theories and principles and applicable governmental policies and the ability to understand and deal with their inter-relationships.

Expert knowledge and advanced skill and applying legal methods and techniques.

Expert level skills to conduct expert level research and analysis; to identify missing information and documentation as well as inconsistencies and erroneous information and to determine the

requirement for further research. This is particularly required when preparing documentation for high of mega complex cases/files/projects.

Expert level skills to prepare synthesis of legislation, jurisprudence, technical, academic and other reports from experts.

Organizational skills to organize legal support teams and to track and maintain documents, information and data for cases/files/projects.

Expert knowledge of the Canadian legal system and the civil or criminal structure, and of the operation and rules of all levels of the legal system relevant to their area of practice.

Skill to foresee possible development and potential coming difficulties that could impact on the cases/files/projects.

Human resources management principles and techniques to provide supervisory and/or leadership to staff, training for colleagues and various other contacts and to engage in committee and teamwork.

Expert knowledge of project management principles and techniques to lead, plan and coordinate activities in cases/files/projects.

Superior computer skills on applying a variety of specialized legal software applications and ability to apply a variety of administrative software to manage the information and documentation related to cases/files/projects, to provide operational advice to others, to design databases, and to update information in databases and management information systems.

Conducts analysis of data and prepares reports of a legal nature.

### **Research and Analysis**

Research multiple sources of written information, conducts interviews, assesses the validity, accuracy and truthfulness of various sources. Analyzes the information and reaches a conclusion or solution.

### **Contextual Knowledge**

Expert knowledge of the mandate, structure, policies and culture of the law enforcement, client department(s), related government organizations and/or other organizations (national and international) whose interests are associated with the case/file/project. Each case/file/project requires a different set of knowledge. Must have an extensive knowledge of the case/file/project.

Expert knowledge of related business lines across government and the private sector.

Contacts are made with departmental colleagues, client department(s), police, law enforcement agencies, non-represented parties, legal service providers, opposing counsel, other departments and agencies, international sectors, private sector entities and the public to clarify

issues, obtain information, prepare them for trial, provide advice, investigate claims, negotiate and discuss certain legal issues, negotiate settlements or resolutions and/or to agree to an approach to resolve major issues of the case/file/project. These contacts require discussion, negotiation, persuasion, explanation and elaboration.

### **Communications**

Superior communication skill at the expert level to prepare draft documents and/or pleadings/legal opinions, prepare draft submissions for the DM and minister in order to obtain a decision, to participate in negotiations, to interview witnesses, to develop language to defend positions and advance arguments to promote the government's position for the client department(s) or investigative agencies to consider, to negotiate settlements or resolutions, to present facts and arguments before the legal system, and to exchange information, explain and reformulate positions, and, as required, legal processes and procedures, and to answer questions from others, including counsel, investigative agencies, client department(s), colleagues, legal service providers, witnesses, opposing counsel and other involved parties.

### **Motor and Sensory Skills**

Speed, accuracy and precision are required to meet tight deadlines and time frames. Auditory and sensory coordination skills are required to operate telephone equipment with a variety of features. Auditory attention is necessary to clearly interpret instructions from management on a daily basis.

Dexterity and hand-eye co-ordination are required to operate a computer keyboard to prepare documentation, presentation/legal software in the preparation and/or conduct of a litigation case, keyboarding information from clients, witnesses. The work requires a high degree of accuracy.

Dexterity and coordination are also required to operate other office equipment.

### **Efforts**

#### **Intellectual Effort**

Cases/files/projects require him/her to conduct multiple researches and in-depth analysis on numerous issues simultaneously, to review work of junior paralegals and to integrate the results, and make recommendation for an approach to the counsel, the client department(s) and/or investigative agencies and to bring into evidence significant information and date to the case/file/project.

Research and analysis reaches the highest level of difficulty due to the complexity of the cases/files/projects being worked on. The cases/files/projects usually have very little legal reference; the issue require international research and contact, and multiple parties may be involved with their own interests and agendas.

When managing high and/or mega complex cases/files/projects, it requires managing a very important and large volume of data coming from a great variety of sources over a long period of time and determining the best course of action. Most of the time, the documents, information

or date are not organized, defined or made accessible when received according to the required rules and criteria. The difficulty of obtaining documents, information or date is also made complex by the sensitivity of their nature. In this context, the location, the gathering of date and their reconciliation becomes a very complex research and analytical activity by itself.

During the conduct of a case/file/project, social, political or operational issues may arise that require the parties to change their priorities. As a result, the position is required to review the impact of the change on the case/file/project and to redesign or modify the administration and/or operational strategy or approach.

Analyzing trends, legal and operational issues, implication of new or modified policies and legislation as well as legal processes and procedures governing the practice of paralegal services involves determining weaknesses, ambiguities and inconsistencies. It also involved opportunities to improve operational and administrative activities and provide recommendations to senior management and counsel on any legal issues. Difficulty occurs by avoiding conflicts; he/she must seek out precedents and work with constraints imposed to ensure that his/her senior management and counsel have all the facts and information needed to make the necessary decisions.

The requirement to identify training needs to establish a national training program on paralegal services includes identifying topics, coordinating training session, preparing presentations and information sessions for an audience who have different levels of knowledge and experience.

The difficulty varies bases upon the different training needs that are identified.

Strategic and operational advice is required in developing innovative information management techniques and systems where files, documents and information are organized in order to make date available for legal team and departmental colleagues nationally.

### **Sustained Attention**

Sustained attention is required when attending, with counsel, court hearings, mediations, and examinations for discovery to hear, understand and comment on questions from the opposing parties, the adjudicator or mediator. Lapse of attention during the proceeding may jeopardize the outcome of the case.

Sustained auditory attention is required while receiving instructions from supervisors in order to ensure clear communications and to avoid delays and errors.

Sustained attention is required for long periods when reading documentation in order to analyze and summarize legal and factual material. Distraction from this activity will cause improper analysis of the issues at hand. This activity is intermittent and represents 40% of the time.

The work requires periods of sustained attention when utilizing a personal computer to research and input information and for the preparation of correspondence and legal documentation. This activity is intermittent and represents 20% of the time.

As the incumbent is providing a service to counsel and the client, they are obligated to be available at all times to discuss new assignments, attend unscheduled meetings, respond to

urgent requirements, etc. and therefore are exposed to frequent interruptions.

### **Psychological/Emotional Effort**

Maintains a professional approach when the Crown's position in a case/file/project is contrary to one's own belief.

Maintains composure while providing services to a number of contacts in spite of the lack of control over scheduling demands, when there is little or no precedents when conducting research and analysis, in planning the work of the legal support team and managing staff, and with competing and concurrent demands, outcomes or paces of work.

Maintains professional distance and composure when dealing with difficult and/or emotional persons or issues that may often deal with fact situations that are difficult to see and hear. Although these events are not frequent, there is no control over the exposure when they do occur. This may also result in situations where one's personal security is threatened from independent parties who are not happy with the results of the case/file/project.

### **Physical Effort**

Sit for long periods of time when attending meetings and when working in the office. This is a frequent requirement of the work and the time spent may vary from 1-8 hours per day. Also bends and stretches to move boxes of documents, retrieve files and documents and when organizing case/file/project materials, when required.

## **Working Conditions**

### **Work Environment**

The physical environment where the work is usually performed is in an open office concept; it can be noisy, have poor air quality and be sometimes confined as it includes libraries, boardrooms and courtrooms. It creates an environment where it is difficult to concentrate and focus. There is daily exposure to glare from the computer monitor during long periods while keyboarding and conducting online research and preparing legal documents. Heavy lifting may be required when travelling to meetings or to court. Travelling requirements vary according to the assigned cases/files/projects.

Most of the time, there is a lack of control over the pace of work. Multiple demands, numerous interruptions, conflicting work priorities and responding to urgent requests and competing demands from colleagues, client department(s), investigative agencies and counsel are the norm. This results in the need to constantly prioritize workload. The work requires being innovative during the research and analysis of cases/files/projects as there sometimes is little or no reference. The work involves dealing occasionally with emotional, angry, confrontational or uncooperative parties and members of a legal support team or when managing staff. As a result, long-term health issues may arise due to increased stress levels. (see (16)).

### **Risk to Health**

Eyestrain can result from extensive reading of documents and from use of a computer screen on a regular basis.

Repeated use of finger and wrist muscles to enter and retrieve date using a keyboard from 2 to 5 hours a day can cause muscle pain and eye strain.

Short periods of lifting, carrying and placing files, supplies and other objects may cause muscle pain.

Dealing on a frequent basis throughout the day with multiple and competing demands, interruptions, tight time frames, and interaction with distressed or demanding people causes high levels of stress which can lead to anxiety and fatigue.

Approximately seven and a half hours each day is spent in an environment providing only recycled air which can result in contracting illnesses, allergies and frequent headaches.

High stress levels resulting from the requirement to meet court prescribed time limits on a daily basis, in addition to continuously prioritizing workload due to assignment of new cases and new dates set down by the court and dealing with conflicting priorities, can lead to anxiety and burn-out.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>Counsel</b>		
Position Classification – Classification du poste <b>LP-01</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11516</b>	Job Code – Code d'emploi <b>300509</b>
Work Description Title – Titre de description de travail <b>Litigation Counsel (R2)</b> (effective July 25, 2011)	Effective Date – Date d'entrée en vigueur		
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts	Type of Position – Type de poste <b>Practitioner / Praticien</b>	
Portfolio/Sector/Region – Portefeuille/Secteur/Région			
Directorate/Division – Direction/Division		Unit – Unité	
Supervisor Position Title – Titre du poste du surveillant			
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant		
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique		
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité		

**Client Service Results / Résultats axés sur le service à la clientèle**

Provides litigation and advisory services primarily on files of limited scope, risk or impact to the federal Crown. Participates from a developmental perspective on more complex files under guidance and support of more senior counsel.

**Key Activities / Activités principales**

Conducts litigation of limited scope, risk or impact and participates on more complex developmental assignments, including:

- identifying and researching the legal issues relevant in particular litigation matters and assessing the associated risks;
- consulting with colleagues and instructing officials to clarify facts, potential evidence and instructions;
- identifying required discovery materials;
- writing pleadings, motions, affidavits, memoranda, factums, and other documents often with reference to existing departmental guidelines and precedents;
- identifying, interviewing and preparing potential witnesses and experts, and examining and cross-examining them during the proceeding;
- preparing and delivering oral and written argument before courts and tribunals; and



- advising on and negotiating the resolution of litigation cases and legal disputes.

Participates on litigation teams lead by more senior counsel with respect to higher risk, more complex matters including:

- conducting legal and factual research as directed by lead Counsel;
- contributing to the planning and development of litigation strategies;
- assisting in the review, preparation and organization of documentary and oral evidence; and
- supporting the conduct of a variety of hearings as directed by lead Counsel.

Researches and drafts legal opinions in response to questions for legal advice on assigned litigation issues, as well as specific questions on programs and operations of client departments or agencies on files and issues of limited scope, risk or impact.

Prepares and gives oral and written briefings for colleagues, and client department or agency officials on the status and potential outcome of cases, the impacts of legal decisions and on alternative dispute resolution.

Contributes to the effective management of the litigation unit through:

- overseeing and assigning tasks to paralegals, students and support staff;
- providing input to managers for performance evaluation of paralegals, students and support staff;
- complying with applicable business and management processes, (e.g. timekeeping, record keeping, knowledge management and other procedures).

#### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

#### **Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

#### **Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Signature

Date



## **Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes and synthesizes factual and legal information on matters of limited scope, risk or impact, including:

- interpreting judgments and orders;
- applying existing departmental guidelines and precedents in the conduct of assigned matters;
- planning and prioritizing procedural requirements in the conduct of litigation (e.g. meeting court deadlines for filing and serving affidavits, factums, motions) in accordance with the rules of procedure for the tribunals and the courts; and
- advocating on behalf of the federal Crown or other federal parties in matters involving limited exposure or settled law.

## **Knowledge / Connaissance**

Requires general knowledge of public law (Crown law, constitutional and administrative law) and the law relevant to assigned work relating to issues of limited scope, risk and impact to:

- identify and research legal issues relevant to assigned matters;
- write pleadings and other legal documents; and
- develop and present arguments on behalf of the federal Crown and other federal parties.

Requires a general understanding of litigation practices and procedures, including negotiation, dispute resolution and advocacy to apply existing departmental guidelines and precedents in the conduct of assigned litigation.

Requires a general understanding of the programs and policies of client departments and agencies relevant to assigned files, to identify legal issues and their potential impact on client departments or agencies.

## **Communication and Interaction / Communication et interaction**

In the context of assigned matters of limited scope, risk or impact or as a contributor under guidance on more complex files:

- writes court documents required for the conduct of litigation (e.g. pleadings, motions, affidavits, memoranda, factums);
- writes other correspondence related to the litigation matters, (e.g. correspondence with client representatives, representatives of the other parties, legal opinions); and
- interviews and prepares potential witnesses and experts, and examines and cross-examines them during the proceeding.

Presents legal submissions before tribunals and courts, orally and in writing, in matters that involve limited exposure or settled legal issues in accordance with departmental guidelines and established precedents.

Provides legal advice relating to assigned litigation matters and other requests for advice on matters of settled law or in support of more complex matters.

Prepares and gives oral and written briefings to client officials, as well as Department of Justice



colleagues, on the status and potential outcome of cases, the effects of legal decisions and on alternative dispute resolution.

## **Leadership / Leadership**

Manages relationships with colleagues and clients and works with them in a team environment to resolve litigation and legal issues on assigned matters.

Assigns tasks to legal assistants and paralegal staff by ensuring compliance with legal procedural requirements for assigned matters.

Contributes to the effective management of the litigation unit through:

- overseeing and assigning tasks to paralegals, students and support staff;
- providing input to managers for performance evaluation of paralegals, students and staff; and
- complying with applicable business and management processes, (e.g. timekeeping, record keeping, knowledge management and other procedures.)

## **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits or stands for prolonged periods in meetings, negotiations, consultations, and hearings before tribunals and courts.

Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.

Regularly views computer screens and reads and reviews documents for prolonged periods requiring extensive sensory effort.

## **Work Environment / Milieu de travail**

### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, multiple demands, shifting priorities, time pressures and non-negotiable deadlines imposed by procedural rules and court orders and lack of control over agenda.

Requirement to travel and work overtime with resulting impact on home life.

### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel resulting in jetlag and fatigue.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>Counsel</b>				
Position Classification – Classification du poste <b>LP-02</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11517</b>	Job Code – Code d'emploi <b>300510</b>		
Work Description Title – Titre de description de travail <b>Litigation Counsel (R7)</b> (effective July 25, 2011)		Effective Date – Date d'entrée en vigueur			
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts		Type of Position – Type de poste <b>Practitioner / Praticien</b>		
Portfolio/Sector/Region – Portefeuille/Secteur/Région					
Directorate/Division – Direction/Division		Unit – Unité			
Supervisor Position Title – Titre du poste du surveillant					
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant				
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique				
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité				

**Client Service Results / Résultats axés sur le service à la clientèle**

Responsible for independent management of an assigned litigation workload. Workload comprises a wide variety of challenging matters with moderate risk and broad reaching impacts on client department policy, process, and business operations, as well as potentially on governing legislation.

**Key Activities / Activités principales**

Plans litigation and resolution strategies of assigned matters, including:

- consulting with client department officials and opposing counsel to determine the relevant facts and underlying issues of the matter;
- assessing the merits of assigned matters, and identifying risks and potential outcomes;
- advising and educating on the analysis of matters, the potential approaches, anticipated resources and requirements, risks, possible outcomes and impacts of decisions, the feasibility and suitability of settlement options, etc., and obtaining instructions;
- identifying required discovery materials, and witnesses, as well as retaining experts;
- undertaking fact finding and legal research to determine resolution approach; and
- consulting with colleagues within the Department of Justice and relevant department or agency officials to coordinate and ensure consistency in position and approach.



Plans, manages and delivers an assigned workload comprising challenging matters at various stages of litigation or resolution to ensure effective management of the work, including:

- identifying resource requirements; including requirements for less experienced litigators, paralegal and other support staff;
- assigning tasks to counsel, paralegals and support staff (e.g. legal assistants) and oversees work related to assigned matters.
- identifying, planning and coordinating experts, witnesses, required discovery materials and other resources;
- interviewing and preparing potential witnesses and experts, and examining and cross examining them during the proceeding;
- preparing and delivering oral and written submissions before courts and tribunals;
- developing and managing relationships with the client representatives and Department of Justice colleagues; and
- adhering to procedural timeframes and requirements.

Provides legal advice on a wide range of issues relating to the litigation workload, as well as for other requests for advice from colleagues and client department or agency officials.

Monitoring appropriate delivery of service of agents in the conduct of litigation on behalf of the Attorney General of Canada, Government departments or agencies or other parties.

Participates, as required, as a member of larger litigation teams led by more senior counsel on higher risk, more complex matters.

Contributes to the effective management of the litigation unit through:

- providing coaching and knowledge transfer to less experienced counsel, paralegals, and students;
- providing input on workload and resulting resource requirements;
- complying with applicable business and management processes, (e.g. timekeeping, record keeping, knowledge management and other procedures); and
- providing input to managers for performance evaluation and other purposes on the performance of less experienced counsel, paralegals, students and staff they have coached or supervised.

#### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

#### **Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.



Name of Manager – Nom du gestionnaire		
	Manager's Signature – Signature du gestionnaire	Date
<b>Employee's Statement – Déclaration de l'employé</b>		
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.		
Name of Employee – Nom de l'employé		
	Signature	Date

### **Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes and synthesizes a wide variety of business, operational and legal information to plan and conduct a variety of litigation, on a range of issues and challenging matters of law, including:

- identifying and assessing on underlying legal issues, risks and impacts associated with actual or anticipated litigation; and
- developing and implementing litigation and dispute resolution strategies and plans, including, future steps, issues and contingencies, and ensuring adherence to procedural timelines and requirements.

Plans the assigned workload, comprising different types of matters at various stages of litigation or resolution, to ensure that:

- requirements for all matters are identified, planned and managed appropriately, (e.g. client and Department of Justice resources); and
- all procedural requirements of the various courts and tribunals are met (e.g. meeting court deadlines for filing and serving affidavits, factums, motions.).

### **Knowledge / Connaissance**

Requires sound knowledge of public law (Crown law, constitutional and administrative law) and the law relevant to assigned matters to:

- identify legal issues, assess the merits of litigation matters, plan litigation or other resolution strategies, and identify risks and potential outcomes;
- write pleadings and other legal documents; and
- provide advice to client department or agency officials on the impacts of potential decisions and recommend risk mitigation strategies.

Requires sound knowledge of litigation practices and procedures, including negotiation, dispute resolution and advocacy to:

- plan appropriate litigation and resolution strategies;
- advise on evidentiary and other requirements relating to conduct and resolution of the matters; and



- advocate for the interest of parties being represented in the conduct of litigation or related transactions..

Requires sound knowledge of the programs and policies of client departments and agencies relevant to assigned files to assess the impact of issues raised by assigned matters and provide advice on litigation and resolution strategies.

### **Communication and Interaction / Communication et interaction**

Writes court documents required for the conduct of litigation (e.g. pleadings, motions, affidavits, memoranda, factums) on a variety of challenging matters having broad reaching impacts on policy, process and legislation.

Writes other correspondence related to litigation matters, (e.g. correspondence with client representatives, representatives of the other parties, legal opinions.)

Makes oral submissions and arguments to persuade decision makers.

Interviews and prepares potential witnesses and experts, and examines and cross examines them during the proceeding.

Works with client officials in the context of litigation matters, focussed on explaining facts, interviewing client officials, preparing and delivering briefings throughout the conduct of a matter, and exchanging information and receiving instructions.

Consults with colleagues within Department of Justice and client officials on matters of law and respective positions and interests, to develop a single consistent, coordinated legal position and strategy to a given matter.

Responds to requests for legal advice, in writing and orally, from colleagues and client department or agency officials on a wide range of issues relating to the litigation workload.

Provides input and comment on client department or agency communications products relevant to assigned matters.

Prepares and gives oral and written briefings to client officials, as well as Department of Justice colleagues, on the status and potential outcome of cases, the effects of legal decisions and on alternative dispute resolution.

### **Leadership / Leadership**

Plans and prioritizes an assigned workload comprising challenging matters at various stages of litigation or resolution to ensure the effective and efficient delivery of the work by:

- adhering to procedural timeframes and requirements;
- planning resource requirements;
- developing and managing relationships with client representatives and Department of Justice colleagues; and
- establishing relationships with court and tribunal staff and colleagues to facilitate the effectiveness of the litigation process.

Assigns tasks to counsel, paralegals and support staff (e.g. legal assistants) and oversees work related



to assigned matters.

Monitoring appropriate delivery of service of agents in the conduct of litigation on behalf of the Attorney General of Canada, Government departments or agencies or other parties.

Contributes to the effective management of the litigation unit through:

- providing input on workload and resulting resource requirements;
- providing input to managers for performance evaluation and other purposes on the performance of lawyers and staff they have coached or supervised; and
- complying with applicable business and management processes, (e.g. timekeeping, record keeping, knowledge management and other procedures.)

### **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits or stands for prolonged periods in meetings, negotiations, consultations, and hearings before tribunals and courts.

Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.

Regularly views computer screens and reads and reviews documents for prolonged periods requiring extensive sensory effort.

### **Work Environment / Milieu de travail**

#### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, multiple demands, shifting priorities, time pressures and non-negotiable deadlines imposed by procedural rules and court orders and lack of control over agenda.

#### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel resulting in jetlag and fatigue.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>Senior Counsel</b>				
Position Classification – Classification du poste <b>LP-03</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11520</b>	Job Code – Code d'emploi <b>300513</b>		
Work Description Title – Titre de description de travail <b>Litigation Counsel (R16)</b> (effective July 25, 2011)		Effective Date – Date d'entrée en vigueur			
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts	Type of Position – Type de poste <b>Practitioner / Praticien</b>			
Portfolio/Sector/Region – Portefeuille/Secteur/Région					
Directorate/Division – Direction/Division		Unit – Unité			
Supervisor Position Title – Titre du poste du surveillant					
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant				
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique				
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité				

***Client Service Results / Résultats axés sur le service à la clientèle***

Responsible for planning, coordination and conduct of an assigned litigation workload comprised typically of matters of considerable complexity, breadth, scope, risk and/or impact, often involving multiple client department interests, horizontal issues, the leadership and coordination of teams and resources, and having implications on multiple client Department and/or Agency policy, process, and business operations, as well as potentially on governing legislation.

***Key Activities / Activités principales***

Plans and leads others through the planning of litigation and resolution strategies for assigned matters of considerable complexity, breadth, scope, risk and impact, including:

- consulting with client department officials and opposing counsel to determine the relevant facts and underlying issues of the matter;
- assessing the merits of assigned matters, and identifying risks and potential outcomes;
- advising and educating on analysis of matters, potential approaches, anticipated resources and requirements, risks, possible outcomes and impacts of decisions, the feasibility and suitability of settlement options, etc. and obtaining instructions;
- identifying required discovery materials, and witnesses, as well as retaining experts;
- undertaking fact finding and legal research to determine resolution approach;



- coordinating and balancing, often conflicting, interests of multiple client and stakeholder departments and/or agencies to develop of a single cohesive strategy to addressing the matter; and
- identifying linkages and implications between the matter in question, and other files and issues to support the effective and consistent horizontal treatment of issues.

Plans, manages, delivers and leads resources through the delivery of all aspects of the conduct of a variety of matters of significant scope, impact and risk, including:

- recommending composition of teams of litigators, paralegals and support staff appropriate for the management of the matter;
- assigning and managing the work of team members;
- identifying, planning and coordinating experts, witnesses, required discovery materials and other resources;
- interviewing and preparing potential witnesses and experts, and examining and cross examining them during the proceeding;
- preparing, delivering, leading and overseeing others in the preparation and delivery of oral and written submissions before courts and tribunals;
- consulting with colleagues within Department of Justice and client officials to ensure coordination and consistency in position and strategy of matters; and;
- managing and balancing a number of concurrent matters of different types at various stages of litigation or resolution, including adhering to procedural timeframes and requirements.

Provides legal advice on a wide range of complex matters of significant scope, risk and impact relating to the litigation workload, as well as for other requests for advice from colleagues and client department or agency officials.

Oversees agents in the conduct of litigation on behalf of the Attorney General of Canada, Government departments or agencies or other parties, including, management, review and approval of all legal work, its quality and appropriate delivery of service.

Participates, as required, as a member of larger litigation teams led by more senior counsel on higher risk, more complex matters.

Contributes to the effective management of the litigation unit through:

- providing coaching and knowledge transfer to other litigators, other counsel, and clients;
- providing input on client service needs and resulting resource requirements in support of business planning;
- complying with applicable business and management processes, (e.g. timekeeping, record keeping, knowledge management and other procedures); and
- providing input to managers for performance evaluation and other purposes on the performance of lawyers and staff they have coached or supervised.

#### Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.



Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

**Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

**Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Signature

Date

**Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes and synthesizes a wide variety of business, operational and legal information related to complex matters of significant scope, risk and impact, often from a multitude of client departments/agencies including:

- identifying linkages among a variety of complex matters and anticipating broad and longer-term impacts, risks and mitigation strategies related to the programs, operations and administration of various government departments and agencies, and the potential impact on the development of the law; and
- leading and overseeing the development of coordinated and comprehensive litigation and resolution strategies for multiple interrelated issues and diverging interests, often crossing a variety of departments and agencies.

Analyzes a multitude of legal, resource coordination and procedural requirements of all complex matters of significant risk, scope and impact to:

- recommend the composition of litigation teams that effectively utilize and balance skillsets and availability;
- organize and align all required client resources and discovery materials to ensure that files are managed effectively; and
- consult and inform stakeholders within the Department of Justice and across client departments and agencies appropriately, and guide and direct teams.

**Knowledge / Connaissance**

Requires advanced knowledge of public law (Crown law, constitutional and administrative law) and the law relevant to assigned matters to:



- identify legal issues, assess the merits of complex litigation matters, plan litigation or other resolution strategies, and identify risks and potential outcomes;
- assess the broader context of given matters, understand its horizontal and longer term implications to future operations and the development of the law; and
- provide strategic legal advice with respect to complex, high risk matters affecting a number of stakeholders and recommend risk mitigation strategies.

Requires advanced knowledge of litigation practices and procedures, including negotiation and dispute resolution and the principles of written and oral advocacy to:

- plan the conduct of complex, high risk matters affecting the development of the law and government policies, programs or operations with a number of stakeholders;
- plan and lead teams in the development and conduct of appropriate litigation and resolution strategies for interrelated cases affecting a number of stakeholders; and
- prepare and deliver oral and written arguments in matters affecting the development of the law.

Requires a strong understanding of the programs and policies of client departments and agencies affected by matters in the assigned work to:

- identify linkages between various cases and their potential impact on broad, multi-department government operations or programs;
- lead discussions between various stakeholders with sometimes diverging interests to establish a common understanding and the whole of Government position; and
- assess and balance the impact of issues raised by assigned matters and provide advice on litigation and resolution strategies.

## **Communication and Interaction / Communication et interaction**

Consults and advises client officials and Department of Justice colleagues in the context of litigation matters of considerable complexity, scope and impact including:

- advising and educating on analysis of matters, potential approaches, anticipated resources and requirements, risks, possible outcomes and impacts of decisions, the feasibility and suitability of settlement options, etc.; and
- facilitating and leading discussions with client department/agency officials to balance often divergent interests and positions toward the development of a single cohesive approach to addressing litigation matters.

Prepares and delivers, as well as leads, coordinates and oversees others in the preparation and delivery of, oral and written submissions before courts and tribunals, typically on matters of considerable scope, complexity and impact, including:

- interviewing and preparing potential witnesses and experts, and examining and cross-examining them during the proceeding;
- making oral submissions and arguments to persuade decision makers; and
- writing court documents required for the conduct of litigation (e.g. pleadings, motions, affidavits, memoranda, factums) and other correspondence related to the litigation matter, (e.g.



correspondence with client representatives, representatives of the other parties and legal opinions).

Provides legal advice on a wide range of complex matters of significant scope, risk and impact relating to the litigation workload, as well as for other requests for advice from colleagues and client officials.

Briefs senior government officials and Department of Justice counsel and managers on the status and potential outcome of cases, the effects of legal decisions and on alternative dispute resolution.

Works with Department of Justice and client officials on communications strategies and products that impact ongoing litigation matters and a multitude of client departments to ensure that all materials and approaches are coordinated and consistent with legal and resolution strategies. May include contributing to ministerial or media correspondence.

### **Leadership / Leadership**

Plans and coordinates often substantial resources through all aspects of the conduct of litigation matters of broad scope, impact and complexity, including:

- leading teams of litigators, paralegals and support staff through all phases of conduct of the matter;
- identifying and coordinating experts, witnesses, required discovery materials and other resources;
- ensuring quality and consistency of the work through monitoring and feedback;
- consulting with colleagues within the Department of Justice and client officials to ensure coordination and consistency in position and strategy matters; and
- managing and balancing a number of concurrent matters of different types at various stages of litigation or resolution, including adhering to procedural timeframes and requirements.

Oversees agents in the conduct of litigation on behalf of the Attorney General of Canada, Government departments or agencies or other parties, including, management, review and approval of all legal work, its quality and appropriate delivery of service.

Leads, coordinates and oversees others in the preparation and conduct of matters, and the delivery of, oral and written submissions before courts and tribunals including the provision of feedback and advice.

Contributes to the effective management of the litigation unit through:

- providing coaching and knowledge transfer to other litigators, other counsel, and clients;
- providing input on client service needs and resulting resource requirements in support of business planning;
- providing input to managers for performance evaluation and other purposes on the performance of lawyers and staff they have coached or supervised; and
- promoting and complying with applicable business and management processes, (e.g. timekeeping, record keeping, knowledge management and other procedures).

### **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits or stands for prolonged periods in meetings, negotiations, consultations, and hearings before tribunals and courts.



Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.

Regularly views computer screens and reads and reviews documents for prolonged periods requiring extensive sensory effort.

## **Work Environment / Milieu de travail**

### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, multiple demands, shifting priorities, time pressures and non-negotiable deadlines imposed by procedural rules and court orders and lack of control over agenda.

Requirement to travel and work overtime with resulting impact on home life.

### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel resulting in jetlag and fatigue.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>Counsel</b>		
Position Classification – Classification du poste <b>LP-01</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11550</b>	Job Code – Code d'emploi <b>300541</b>
Work Description Title – Titre de description de travail <b>Legal Services Unit Counsel (LSU 1)</b> (effective October 5, 2011)	Effective Date – Date d'entrée en vigueur		
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts	Type of Position – Type de poste <b>Practitioner / Praticien</b>	
Portfolio/Sector/Region – Portefeuille/Secteur/Région			
Directorate/Division – Direction/Division	Unit – Unité		
Supervisor Position Title – Titre du poste du surveillant			
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant		
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique		
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité		

**Client Service Results / Résultats axés sur le service à la clientèle**

Provides a variety of legal services to a client department or agency primarily on assignments of limited scope, risk and impact, including legal and legal policy advice, litigation support and conducting legal transactions and negotiations. Participates from a developmental perspective on more complex files under the guidance and support of more senior counsel.

**Key Activities / Activités principales**

Provides a variety of legal services relating to actual or proposed legislation, policies and practices of client departments and agencies with respect to issues of limited scope, risk and impact, including:

- providing legal and legal policy advice;
- conducting legal transactions on behalf of client departments or agencies (e.g. conveyances of interests relating to real property and personal property);
- representing client departments or agencies in the negotiation of agreements and other arrangements (e.g. participating on negotiation teams with client department or agency officials); and
- providing litigation support services by representing client interests, i.e. providing the relevant legal and business context and by assisting in related litigation processes (e.g. document discovery).



Provides legal services on higher risk, more complex advisory, transactional or litigation matters under the guidance of experienced counsel.

Contributes to the effective management of the Legal Services Unit including:

- overseeing and assigning tasks to paralegals, students and support staff;
- providing input to managers for the performance evaluation of paralegals, students and support staff; and
- complying with applicable business and management processes (e.g. timekeeping, recordkeeping, knowledge management and other procedures).

#### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

#### **Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

#### **Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Signature

Date

### **Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes and synthesizes a variety of legal, program, policy and operational information to provide legal services and support to client departments or agencies on issues of limited scope, risk and impact, including:

- identifying information relevant to assigned work;
- researching legal issues;
- drafting legal opinions; and
- providing legal comments and advice on documents and analyses prepared by clients.

Work is performed under supervisory direction or oversight of more experienced counsel.



## **Knowledge / Connaissance**

Requires general knowledge of public law (Crown law, constitutional and administrative law) and the law relevant to assigned work relating to issues of limited scope, risk and impact to:

- identify and research relevant legal issues;
- write legal opinions and other legal documents; and
- represent the interests of the client department or agency in the conduct of negotiations and transactions.

Requires general knowledge of legal advisory, litigation support, legal transactions and other legal practices to provide legal services relating to issues of limited scope, risk and impact.

Requires general knowledge of the legal and policy frameworks, operations and programs of client departments and agencies, business partners and Government as a whole to identify the legal issues and potential implications relevant to the legal services required.

## **Communication and Interaction / Communication et interaction**

the context of an assigned workload comprised primarily of matters of limited scope, risk or impact, or as a contributor on more complex files:

- provides written legal advice and opinions and oral explanations, including translating technical legal information for broader understanding;
- articulates and represents client interests to departmental colleagues and other parties in the provision of legal services and the conduct of legal transactions; and
- prepares and gives oral and written briefings to client officials, as well as Department of Justice colleagues.

## **Leadership / Leadership**

Manages relationships with colleagues and clients and works with them in a team environment to resolve legal issues on assigned matters.

Assigns work to legal assistants and paralegal staff to ensure completion of assigned tasks in a timely manner.

Contributes to the effective management of the work unit through:

- overseeing and assigning tasks to paralegals, students and support staff;
- providing input to managers for the performance evaluation of paralegals, students and support staff; and
- complying with applicable business and management processes (e.g. timekeeping, recordkeeping, knowledge management and other procedures).

## **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits for prolonged periods in meetings, negotiations and consultations.

Regularly reviews large volumes of materials and documents where there is limited opportunity to shift



activity.

Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.

Regularly spends prolonged periods of time viewing computer screens, reading or proofreading data or documents requiring extensive sensory effort and strain.

## **Work Environment / Milieu de travail**

### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, influence from stakeholders, multiple demands, shifting priorities, time pressures and deadlines, and lack of control over agenda.

### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel to attend meetings and provide training or information sessions resulting in jetlag and fatigue.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>General Counsel</b>				
Position Classification – Classification du poste <b>LP-04</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11557</b>	Job Code – Code d'emploi <b>300548</b>		
Work Description Title – Titre de description de travail <b>Legal Services Unit Counsel (LSU 11)</b> (effective October 5, 2011)	Effective Date – Date d'entrée en vigueur				
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts	Type of Position – Type de poste <b>Practitioner / Praticien</b>			
Portfolio/Sector/Region – Portefeuille/Secteur/Région					
Directorate/Division – Direction/Division	Unit – Unité				
Supervisor Position Title – Titre du poste du surveillant					
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant				
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique				
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité				

**Client Service Results / Résultats axés sur le service à la clientèle**

As a recognized expert in a specialized field of law, directly provides and leads others in the provision of specialized and strategic legal services notably focused on highly complex or specialized legal transactions and major projects and files, often of national scope and impact, requiring significant coordination.

**Key Activities / Activités principales**

Provides and leads specialized and strategic legal services relating to legislative, policy and operational issues on highly specialized, complex issues, as a subject matter expert in an assigned field of law.

Conducts and leads highly complex legal transactions involving significant legal and business risk, integrated interests, multiple parties, and broad government-wide impact requiring highly specialized expertise in a variety of integrated areas of law.

Leads major projects and files on behalf of the Department of Justice and client departments, including multidisciplinary teams of lawyers, paralegals and client representatives in the provision of legal services relating to highly complex and horizontal issues (e.g. federal-provincial negotiations, development of legislative proposals, etc.).

Monitors and coordinates litigation affecting specialized field of law or client department or agency business to ensure the effective, efficient and coordinated conduct of potential and actual litigation.



As a recognized expert in a specialized field of law, anticipates potential developments in the law and its application and promotes the ongoing coherent and principled development of the law consistent with the interests of the client, its stakeholders and Government.

Provides functional, file or issue leadership to colleagues and client officials from assigned specialized field of law, including knowledge sharing.

Contributes to the effective management of the Legal Services Unit through:

- anticipating client legal services needs and resulting resource requirements and working to ensure integration into Department of Justice and client department or agency planning processes;
- overseeing and assigning tasks to less experienced counsel, paralegals, students and support staff;
- providing input to managers for the performance evaluation of less experienced counsel, paralegals, students and support staff; and
- promoting applicable timekeeping, recordkeeping, knowledge management and other procedures and assisting with the planning of legal services delivery.

#### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

#### **Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

#### **Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Signature

Date

### **Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes highly complex and multi-dimensional issues, information and fundamental questions of law and policy in the assigned specialized field of law, in order to:

- identify emerging trends and adapt existing legal frameworks to address new and emerging legal, legal policy and legal practice issues;



- provide strategic legal and legal policy advice and services on complex, high risk or controversial issues affecting the client department or agency;
- identify linkages and broader risks within and outside the client department or agency and identify options and strategies to address the issues;
- conduct, negotiate or oversee the conduct of complex, high impact legal transactions, agreements or arrangements;
- monitor and coordinate litigation to ensure the effective and efficient coordinated conduct of actual litigation; and
- anticipate potential developments and promote coherent and principled development of the law consistent with the interests of the client, stakeholders and Government.

## **Knowledge / Connaissance**

As a recognized expert and authority in a specialized field of law, requires extensive and highly specialized knowledge of public law (Crown law, constitutional and administrative law) and the law relevant to area of expertise to:

- monitor legal and policy developments, identify emerging trends and horizontal longer term implications for government operations and the law, and propose mitigation and other strategies to address resulting risks and issues; and
- provide highly specialized legal and legal policy advice to colleagues and client department and agency officials on a wide range of highly complex, cross-cutting matters and issues of significant risk, often significant political and/or social sensitivity, to ensure that legal and legal policy advice relating to the area of expertise is coordinated and responsive to the Government of Canada's interests.

Requires extensive and highly specialized knowledge of legal advisory, legal drafting, negotiation, legal transactions, litigation support and other legal practices to:

- lead major projects and files in the provision of legal services relating to complex and horizontal issues;
- conduct and lead highly complex legal transactions involving significant legal and business risk, integrated interests, multiple parties and broad government-wide impact; and
- provide and lead specialized and strategic legal services relating to policy, operational issues on highly specialized complex issues, as a subject matter expert in an assigned field of law.

Requires a deep and comprehensive knowledge and understanding of clients, partners, the Government and its interests to:

- identify and evaluate the legal, political and business risks associated with highly complex matters including long term and horizontal business implications and linkages across matters of law; and
- develop strategic positions and mitigation strategies and provide expert legal advice that balances all interests and risks, respects the spirit and intention of the law and is coordinated and responsive to the Government of Canada's interests.

## **Communication and Interaction / Communication et interaction**

Consults with senior client officials and Department of Justice colleagues to develop common



understandings that influence strategic decision making on complex, high profile and cross-cutting issues having significant implications for the Government of Canada.

Writes and presents expert strategic legal opinions and other correspondence on highly complex, high profile and cross-cutting issues. Senior client officials rely on these products to set policy.

Negotiates highly complex legal transactions involving multiple parties and broad-ranging impacts, including advocating for the interests and positions of clients, and persuading and influencing other parties to accept the position of the client.

Leads discussions among clients and the Department of Justice on highly complex and high profile matters of law and business, involving the highest risk, significant divergence in interests, conflicting positions, and horizontal implications, often among many clients or across Government to influence and reconcile perspectives, and to build consensus in determining the positions of the Department.

### **Leadership / Leadership**

Provides and leads in the provision of specialized and strategic legal services and provides file or issue leadership as a recognized expert in a specialized field of law.

Leads major projects, transactions and files on behalf of the Department or the client department or agency, including multidisciplinary teams relating to legal issues or initiatives of national scope, significant complexity and risk by:

- defining the overall approach appropriate to the project, transaction, file or issue;
- securing the required human resources and assigning work;
- monitoring progress and quality of work outputs and providing input to managers for the performance evaluation of team members;
- facilitating and leading consultations with colleagues within the Department of Justice and client officials to determine a cohesive strategy and position that balances risks and impacts and accommodates all stakeholder interests; and
- managing significant, ongoing and shifting requirements associated with the conduct of highly complex matters. Requirements are multifaceted involving client officials, continually evolving context and dynamics, and the need to continually re-adjust.

Anticipates client legal services needs and resulting resource requirements and works to ensure that the Department and client departments or agencies integrate these legal services needs and resource requirements in their planning processes.

Transfers knowledge and best practices throughout the Department and client departments or agencies.

### **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits for prolonged periods in meetings, negotiations and consultations.

Regularly reviews large volumes of materials and documents where there is limited opportunity to shift activity.

Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.



Regularly spends prolonged periods of time viewing computer screens, reading or proofreading data or documents requiring extensive sensory effort and strain.

## **Work Environment / Milieu de travail**

### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, influence from stakeholders, multiple demands, shifting priorities, time pressures and deadlines, and lack of control over agenda.

### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel to attend meetings and provide training or information sessions resulting in jetlag and fatigue.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>Counsel</b>				
Position Classification – Classification du poste <b>LP-02</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11555</b>	Job Code – Code d'emploi <b>300546</b>		
Work Description Title – Titre de description de travail <b>Legal Services Unit Counsel (LSU 05)</b> (effective October 25, 2011)	Effective Date – Date d'entrée en vigueur				
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts	Type of Position – Type de poste <b>Practitioner / Praticien</b>			
Portfolio/Sector/Region – Portefeuille/Secteur/Région					
Directorate/Division – Direction/Division	Unit – Unité				
Supervisor Position Title – Titre du poste du surveillant					
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant				
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique				
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité				

**Client Service Results / Résultats axés sur le service à la clientèle**

Provides a broad range of legal services on challenging matters having broad-reaching impacts for a client program or operation, including legal and legal policy advice and opinions, litigation support, dispute management and resolution, representation and support during negotiations, and the conduct of a variety of legal transactions.

**Key Activities / Activités principales**

Provides legal and legal policy advice on challenging matters having a variety of broad-reaching impacts on any aspect of programs or operations of the client department or agency, including:

- assessing legal and other risks and providing advice on mitigation and risk management strategies;
- supporting client officials in the formulation of legislative and regulatory proposals, as well as in the formulation of new or revised legislation or regulations; and
- delivering legal training to client officials.

Provides litigation support services on challenging matters having a variety of broad-reaching impacts on the client department or agency, including:

- participating in the assessment of risk and formulation of the litigation strategy;



- representing client interests (e.g. providing relevant legal and business context with respect to the issue at hand);
- identifying linkages and implications between files and issues relevant to the client department/agency context to ensure the effective and consistent treatment of files;
- providing advice to the client regarding risks and implications of litigation issues and potential outcomes;
- providing advice in regards to the impact of any decision and supporting the client in their implementation; and
- supporting client obligations in litigation processes (e.g. discovery and redaction of documents).

Represents the client department or agency in the negotiation of agreements and other arrangements with broad-ranging impacts, including participating on negotiation teams with client department or agency officials.

Conducts and/or oversees agents in the conduct of challenging legal transactions on behalf of the client department or agency (e.g. leases, land conveyances, etc.).

Advises and consults with colleagues within unit and across the Department of Justice on the implications of specific legal approaches being considered on behalf of a client department or agency and the implications on other departments or agencies to ensure an integrated approach that considers all interests.

Contributes to the effective management of the Legal Services Unit, including:

- overseeing and assigning tasks to less experienced counsel, paralegals, students and support staff;
- providing input to managers for the performance evaluation of paralegals, students and support staff;
- providing feedback on client service needs and resulting resource requirements; and
- complying with applicable business and management processes (e.g. timekeeping, recordkeeping, knowledge management and other procedures).

#### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

#### **Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date



### Employee's Statement – Déclaration de l'employé

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Signature

Date

### **Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes and synthesizes a wide variety of program, operational and legal information to provide legal and legal policy advice and services on a range of comprehensive and challenging issues having broad-reaching impacts on the client department or agency, including:

- identifying and assessing underlying legal issues to business problems;
- anticipating future steps, issues and contingencies;
- developing options on how to address the issues and risk management approaches;
- balancing the program or operational interests of the client with the requirements of the law in the implementation and management of solutions; and
- representing the interests of the client department or agency in transactions and negotiations.

Plans and prioritizes legal services delivery in relation to assigned caseload requiring an understanding of underlying client department or agency legal services needs.

### **Knowledge / Connaissance**

Requires sound knowledge of public law (Crown law, constitutional and administrative law) with particular emphasis on areas of law relevant to assignments, and their application to the client's programs or operations to:

- identify the legal issues relevant to the legal services required;
- identify options for the provision of legal services;
- plan for and deliver responsive legal services; and
- conduct research, negotiations and transactions, in a timely manner.

Requires sound knowledge of legal advisory, litigation support, legislative drafting, negotiation, legal transactions, and other legal practices to provide a full range of legal services to respond to the needs of the client department or agency.

Requires sound knowledge of legal, policy, program and operational contexts of the client department or agency to:

- identify the legal and legal policy issues relevant to the legal services required by client department or agency officials; and
- represent the interests of the client department or agency in transactions and negotiations, and where legal advice being formulated for other departments or agencies requires consideration of the client department or agency interests.



## **Communication and Interaction / Communication et interaction**

Consults with clients to obtain a comprehensive and detailed understanding of the relevant practices related to their programs and operations and to explain and educate clients on challenging matters of law, in order to:

- identify underlying issues;
- ensure full and mutual understanding of legal and business contexts and implications; and
- provide legal advice.

Writes legal opinions on a variety of challenging matters of law and programs or operations dealing with novel circumstances requiring significant interpretation.

Provides written and oral legal comments on documents (e.g. correspondence, submissions, reports, program or policy frameworks, etc.) prepared by clients to assess legal risk and ensure the client is properly informed of the legal implications of approaches.

Advocates for client interests and positions in negotiations and legal transactions with third parties.

Facilitates discussions between clients, Department of Justice colleagues and other parties on challenging matters of law and business, where different points of view can be expected, creating disagreements, conflict and unpredictable situations.

## **Leadership / Leadership**

Independently manages relationships with officials of client departments and agencies as well as resulting workload to gain a comprehensive and detailed understanding of the relevant legal and policy frameworks and to ensure officials receive well adapted legal services and advice.

Consults and coordinates with peers, colleagues, senior officials and other stakeholders to ensure that legal advice and services represent the consensus view of all interested Department of Justice, Government or other stakeholders as appropriate in the circumstances.

Oversees the completion of tasks assigned to less experienced counsel, paralegals, students and support staff.

Contributes to the effective management of the work unit through:

- providing input to managers for the performance evaluation of less experienced counsel, paralegals, students and support staff; and
- providing input on client service needs and resulting resource requirements in support of the Legal Services Unit and client planning.

## **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits for prolonged periods in meetings, negotiations and consultations.

Regularly reviews large volumes of materials and documents where there is limited opportunity to shift activity.

Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.



Regularly spends prolonged periods of time viewing computer screens, reading or proofreading data or documents requiring extensive sensory effort and strain.

## **Work Environment / Milieu de travail**

### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, influence from stakeholders, multiple demands, shifting priorities, time pressures and deadlines, and lack of control over agenda.

### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel to attend meetings and provide training or information sessions resulting in jetlag and fatigue.

***WORK DESCRIPTION / DESCRIPTION DE TRAVAIL***

Position Number – Numéro du poste	Position Title – Titre du poste <b>Senior Counsel</b>				
Position Classification – Classification du poste <b>LP-03</b>	National Occupation Code – Classification nationale des professions <b>4112</b>	Work Description Number Numéro de description de travail <b>11556</b>	Job Code – Code d'emploi <b>300547</b>		
Work Description Title – Titre de description de travail <b>Legal Services Unit Counsel (LSU 07)</b> (effective October 5, 2011)		Effective Date – Date d'entrée en vigueur			
Geographic Location – Emplacement géographique	Cost Centre – Centre de coûts	Type of Position – Type de poste <b>Practitioner / Praticien</b>			
Portfolio/Sector/Region – Portefeuille/Secteur/Région					
Directorate/Division – Direction/Division		Unit – Unité			
Supervisor Position Title – Titre du poste du surveillant					
Supervisor Position Number – Numéro du poste du surveillant	Supervisor Classification – Classification du surveillant				
Language Requirements – Exigences linguistiques	Linguistic Profile – Profil linguistique				
Office Code – Code de bureau	Security Requirements – Exigences en matière de sécurité				

**Client Service Results / Résultats axés sur le service à la clientèle**

Provides a broad range of legal services in assigned areas of law or program or activity to the client department or agency on complex matters having a significant impact on the client and leads functional teams in the provision of such services.

**Key Activities / Activités principales**

Provides legal and legal policy advice to the client department or agency relating to a broad range of complex matters of significant scope, risk and impact on the client, or leads functional teams on the provision of such advice, including:

- monitoring legal services provided to the client to ensure coordination within the Department of Justice and appropriateness to client business requirements; and
- providing advice or coordinating advice provided by other Legal Services Unit team members on issues affecting client programs or operations (e.g. the legal, legal risk management and legal policy implications of proposed and actual legislation, regulations, litigation, policies, and practices, or the legal and legal policy implications of new and emerging jurisprudence).

Provides or leads functional teams providing litigation support services with respect to complex matters of significant scope, risk and impact, including:



- formulating litigation strategy in consultation with senior client officials and litigation counsel;
- identifying linkages and implications between the matter in question and other related files and issues to support the effective and consistent horizontal treatment of issues;
- providing and coordinating advice to departments or agencies provided by other team members on litigation issues and potential outcomes;
- facilitating and/or leading discussions between litigation counsel, other Department of Justice colleagues and senior client officials to ensure balance among client program or operational objectives, the law, and the position of the Department; and
- assisting client officials in meeting their discovery and other obligations.

Conducts and/or oversees agents and other team members in the conduct of more complex legal transactions having a major impact on the client department or agency.

Represents the client department or agency in the negotiation of major agreements and other arrangements having a major impact on the client, and leads or participates on negotiation teams composed of client officials.

Anticipates potential developments and identifies important legal trends that may have a significant impact on programs, policies and legislation of the client or other departments or agencies, and provides legal and legal policy advice in support of risk management and mitigation options.

Contributes to the effective management of the Legal Services Unit, including:

- anticipating client legal services needs and resulting resource requirements, and providing input to the Department of Justice and client department or agency planning processes;
- promoting and complying with applicable business and management processes (e.g. timekeeping, recordkeeping, knowledge management, training and other procedures); and
- mentoring, assigning tasks and transferring knowledge to less experienced counsel, paralegals and support staff (e.g. legal assistants) and overseeing the work related to assigned matters.

#### **Supervisor's Statement – Déclaration du surveillant**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

#### **Manager's Authorization – Autorisation du gestionnaire**

This work description accurately describes the work assigned to this position.  
Cette description de travail décrit fidèlement le travail assigné à ce poste.

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

#### **Employee's Statement – Déclaration de l'employé**

I have been given the opportunity to read and comment on the content of this work description.  
J'ai eu l'occasion de lire et de commenter le contenu de cette description de travail.



Name of Employee – Nom de l'employé

Signature

Date

## **Critical Thinking and Analysis / Réflexion et analyse critiques**

Analyzes and synthesizes a wide variety of legal, program, policy and operational information to provide legal and legal policy advice and services on a range of complex issues of significant scope, risk and impact, including:

- identifying and anticipating legal policy implications of new and emerging jurisprudence affecting the client department or agency, providing advice and recommending suitable risk management strategies;
- leading broad consultations with relevant stakeholders to balance client interests with the requirements of the law to craft and implement often unprecedented solution options;
- providing functional guidance to team members to ensure consistency and quality of legal work products; and
- conducting or leading others in the conduct of legal transactions of significant scope, risk and impact.

Monitors and coordinates legal services provided to the client department or agency by the Department of Justice on a broad range of matters in assigned areas of law and ensures all legal and legal policy issues are anticipated and addressed by uncovering trends and underlying issues, creating strategies to address these issues, and advising client department or agency officials as well as colleagues concerning such issues and strategies.

## **Knowledge / Connaissance**

Requires advanced knowledge of public law (Crown law, constitutional and administrative law) and assigned areas of law or the law relevant to client programs or activities to:

- provide and lead the provision of legal services relating to complex issues of significant scope, risk and impact;
- lead negotiations and transactions on complex matters of significant scope, risk and impact; and
- propose legal risk management strategies to address anticipated legal issues, legal developments and risks having a broad variety of impacts on client operations.

Requires advanced knowledge of legal advisory, legal drafting, negotiation, litigation support and other legal practices to provide and lead the provision of legal services in assigned areas of law or client department or agency, including:

- monitoring and coordinating legal services;
- leading consultations between departmental colleagues on complex issues of significant scope, risk and impact; and
- providing functional guidance to team members.

Requires a strong understanding of legal, policy and operational contexts of clients, other parties, and Government as a whole to:



- identify broad-ranging impacts of complex issues of significant scope and risk and develop responsive risk mitigation strategies; and
- represent the interests of client departments or agencies in complex and high risk transactions and negotiations.

### **Communication and Interaction / Communication et interaction**

Consults with and provides advice to Department of Justice colleagues and client officials on the nature and level of legal services required on a broad range of matters having a major impact on the client in assigned areas of law to ensure that all contributions are coordinated and that client officials have the necessary information and understanding to manage their programs or operations in a risk-managed fashion.

Writes legal opinions on new and emerging legal and other issues related to a broad range of matters in assigned areas of law. Issues typically have a major impact on the client, often requiring broad consultation within the Department of Justice and the client given the subject matter's horizontal nature.

Conducts complex negotiations and transactions related to assigned areas of law, including representing client interests, and influencing and persuading other parties toward client-favourable positions.

Works with departmental colleagues and client officials to influence legal and policy direction and approaches, and coordinate legal services appropriately.

### **Leadership / Leadership**

Leads functional teams on the provision of legal and legal policy advice and other legal services on a broad range of matters of significant scope, risk and impact, including:

- assigning tasks to Legal Services Unit colleagues and engaging other Department of Justice colleagues where required, and ensuring quality and consistency of the work through monitoring and feedback; and
- sharing knowledge and information among Legal Services Unit and departmental colleagues as well as client officials to foster common vision and understanding on a broad range of matters.

Manages relationships with colleagues and client officials in the delivery and coordination of legal services related to a broad range of legal matters as well as to promote a common understanding of issues, trends and broad-ranging, potentially horizontal implications across multiple departments or agencies.

Consults with colleagues within the Department of Justice and multiple department or agency officials in order to ensure coordination and consistency in position and strategy matters.

Anticipates client legal services needs and resulting resource requirements and works to ensure these are integrated in the Department of Justice and client department or agency planning processes.

Promotes applicable timekeeping, recordkeeping, knowledge management, training and other procedures and assists with the planning of legal services delivery.

### **Physical and Sensory Effort / Efforts physiques et sensoriels**

Regularly sits for prolonged periods in meetings, negotiations and consultations.



Regularly reviews large volumes of materials and documents where there is limited opportunity to shift activity.

Occasionally carries or moves/lifts heavy items used in the support of the work, including, but not limited to, legal briefcases, boxes or files, or legal texts.

Regularly spends prolonged periods of time viewing computer screens, reading or proofreading data or documents requiring extensive sensory effort and strain.

## **Work Environment / Milieu de travail**

### **Psychological Environment / Milieu de travail psychologique**

Challenging work environment due to conflicting issues and parties, influence from stakeholders, multiple demands, shifting priorities, time pressures and deadlines, and lack of control over agenda.

### **Physical Environment / Milieu de travail physique**

Work is performed in a typical office environment.

Requirement for travel to attend meetings and provide training or information sessions resulting in jetlag and fatigue.